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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the support account for peacekeeping operations for the period from 1 July 2012 to 30 June 2013

Report of the Secretary-General

Summary

The present report contains the budget for the support account for peacekeeping operations for the period from 1 July 2012 to 30 June 2013, which amounts to $283,119,100, excluding enterprise resource planning requirements in the amount of $37,337,600, and provides for a total of 1,259 posts (taking into account the proposed abolishment of 36 posts).

Financial resources

(Thousands of United States dollars; budget period is from 1 July to 30 June)

	Expenditures (2010/11)	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	189 964.6	191 452.3	187 237.7	(4 214.6)	(2.2)
II. Non-post resources					
General temporary assistance	20 393.2	25 048.3	21 130.3	(3 918.0)	(15.6)
Consultants	2 771.6	6 273.3	6 575.6	302.3	4.8
Official travel	12 954.7	12 815.1	12 177.8	(637.3)	(5.0)
Facilities and infrastructure	22 510.4	21 964.0	20 450.5	(1 513.5)	(6.9)
Communications	2 703.6	2 728.6	2 446.3	(282.3)	(10.3)
Information technology	20 280.4	22 708.6	17 505.9	(5 202.7)	(22.9)
Other supplies, services and equipment	12 809.9	14 617.0	15 595.0	978.0	6.7
Subtotal II	**94 423.8**	**106 154.9**	**95 881.4**	**(10 273.5)**	**(9.7)**
Total, I and II	**284 388.4**	**297 607.2**	**283 119.1**	**(14 488.1)**	**(4.9)**
Enterprise resource planning	57 033.0	47 185.2	37 337.6	(9 847.6)	(20.9)
Gross requirements	**341 421.4**	**344 792.4**	**320 456.7**	**(24 335.7)**	**(7.1)**
Staff assessment income	29 289.0	29 685.0	28 544.1	(1 140.9)	(3.8)
Net requirements	**312 132.4**	**315 107.4**	**291 912.6**	**(23 194.8)**	**(7.4)**

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Human resources

Category	*2011/12*	*2012/13*	*Change*
Professional and higher			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	8	8	—
D-1	23	22	(1)
P-5	115	114	(1)
P-4	403	399	(4)
P-3	291	281	(10)
P-2/P-1	28	28	—
Subtotal	**868**	**852**	**(16)**
General Service			
Principal level	31	30	(1)
Other level	339	320	(19)
National level	24	24	—
Field Service	29	29	—
Security Service	3	3	—
United Nations Volunteers	1	1	—
Subtotal	**427**	**407**	**(20)**
Total	**1 295**	**1 259**	**(36)**

The action to be taken by the General Assembly is set out in section IV of the present report.

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Abbreviations

AMISOM	African Union Mission in Somalia
ASG	Assistant Secretary-General
DFS	Department of Field Support
DPKO	Department of Peacekeeping Operations
FS	Field Service
GS (OL)	General Service (Other level)
GS (PL)	General Service (Principal level)
GTA	General temporary assistance
ICAO	International Civil Aviation Organization
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
LL	Local level
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
NGS	National General Service
NPO	National Professional Officer
OIOS	Office of Internal Oversight Services
SMART	Senior Mission Administration and Resource Training Programme
SS	Security Service
SWIFT	Society for Worldwide Interbank Financial Telecommunication
TC	Trades and Crafts
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei

UNHCR	Office of the United Nations High Commissioner for Refugees
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia
UNOPS	United Nations Office for Project Services
UNPOS	United Nations Political Office for Somalia
UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNTSO	United Nations Truce Supervision Organization
USG	Under-Secretary-General
WFP	World Food Programme

I. Introduction

A. Level of peacekeeping resources and the support account

1. As indicated by the Secretary-General in his report on the overview of the financing of peacekeeping operations (A/66/679), United Nations peacekeeping mandates continue to evolve and today encompass a diverse array of tasks and activities that go well beyond the activities originally mandated to traditional peacekeeping missions, such as monitoring ceasefires. Through the 1990s, peacekeeping mandates expanded dramatically, seeing missions charged not only with supporting the implementation of comprehensive peace accords but, in exceptional cases, even with transitional administration, such as in Timor-Leste and Kosovo. The mandates of peacekeeping operations today include supporting political dialogue between parties, assisting national Governments in their efforts to extend State authority, strengthening human rights and the rule of law, advising on security sector reform, supporting disarmament, demobilization and reintegration programmes, and protecting civilians. The range of peacekeeping activities continues to develop or transform, as seen recently in particular in such missions as UNISFA, UNMIS and UNMISS, MINURCAT, UNOCI, MONUSCO and the support provided to AMISOM through UNSOA. It is expected that the upcoming 2012/13 financial period will continue to witness challenges for United Nations peacekeeping operations across the globe, placing varied demands on all Secretariat departments and offices funded from the support account.

2. The number of military and police personnel in United Nations peacekeeping missions has increased in 2011/12 to approximately 112,554 and is currently estimated to be around 109,000 in 2012/13, on the basis of current mandates decided by the Security Council. The number of civilian staff approved for United Nations peacekeeping missions and UNSOA is 24,291 in 2011/12 and is expected to decrease in 2012/13 to 23,431 (see table below).

Overview of financial and human resources for peacekeeping operations, 2007-2012

(Millions of United States dollars)

	2007/08	*2008/09*	*2009/10*	*2010/11*	*2011/12*	*2012/13 (projected)*
Budget levels						
Peacekeeping missions and UNSOA	6 499.8	6 974.0	7 479.2	7 391.6	7 422.0	7 010.5[a]
UNLB	40.4	45.8	58.0	68.2	68.5	70.5
Support account	230.5	282.4	294.0[b]	306.8[b]	297.6[b]	283.1[b]
Total	**6 770.7**	**7 302.2**	**7 831.2**	**7 766.6**	**7 788.1**	**7 364.1**
Support account and UNLB subtotal	**270.9**	**328.2**	**352.0**	**375.0**	**366.1**	**353.6**
Support account and UNLB as a percentage of peacekeeping missions and UNSOA	4.2	4.7	4.7	5.1	4.9	5.0

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 (projected)
Number of missions						
Peacekeeping missions and UNSOA[c]	17	17	16	16	16	16
Number of personnel						
Military and police personnel authorized by the Security Council	113 128	117 020	113 613	111 537	112 554	109 792
Civilian staff in missions	28 727	28 665	26 927	26 391	24 291	23 431[a]
Support account posts	1 122	1 220	1 245	1 311	1 295	1 259

[a] Reflects preliminary estimates for the 2012/13 period pending the finalization of the budget proposal for UNSOA.

[b] Excluding provisions for enterprise resource planning.

[c] Including UNMOGIP and UNTSO, which are funded from the biennial programme budget.

3. The level of the total peacekeeping budget in 2012/13 is currently estimated at $7.4 billion (including the support account and UNLB), for 13 active peacekeeping missions and UNSOA.

4. As of January 2012, DPKO managed 15 peacekeeping operations (including UNTSO and UNMOGIP, which are funded from the biennial programme budget) and, in certain areas, provided support to operations supported by DFS and to AMISOM. DFS supported 15 peacekeeping operations, UNSOA (including UNTSO and UNMOGIP, which are funded from the biennial programme budget) and one liquidating mission.

5. With the additional resources provided by the General Assembly in recent years, the support account has grown to 1,295 posts and an approved budget of $297.6 million (excluding provisions for enterprise resource planning) in 2011/12, excluding resources that have been transferred to the other funding mechanism of UNLB as a result of the relocation of operations and functions to the field, for which an increase has been reflected in the budget for UNLB.

6. The proposal for the 2012/13 period includes a staffing establishment of 1,259 posts and a resource level of $283.1 million (excluding provisions for enterprise resource planning), representing a decrease of 4.9 per cent compared with the 2011/12 approved appropriation, taking into account the transfer of functions and related resources being reflected in the proposed budget for UNLB for 2012/13.

7. As presented in the table above, the proportion of the support account and the UNLB requirements proposed for 2012/13 is 5.0 per cent of the projected total resources for peacekeeping operations for the same period.

8. The support account resource requirements proposed for DPKO and DFS for the 2012/13 period reflect the following key initiatives aimed at further strengthening support for peacekeeping operations:

(a) The three- to five-year New Horizon initiative, which was launched in 2009, following consultations with Member States, will continue to focus on four principal areas of work:

(i) Policy: DPKO and DFS will build on progress in the protection of civilians through the development of scenario-based training modules and the completion of an analysis of resources and capabilities for implementing civilian protection mandates; the Departments' draft early peacebuilding strategy will be implemented; and a study on the socio-economic impact of field missions and strategic guidance on transitions within missions will be completed, as will guidance on the use of force and on operational readiness, based on continued dialogue with Member States;

(ii) Capability development: an assessment of initial capability standards and training pilot projects will be conducted; additional projects for standards development will be identified and commence; and capability gap list processes will be enhanced and coordination on capability development strengthened through the use of online tools and clearing house mechanisms;

(iii) Planning and oversight: triangular consultations among the Security Council, troop- and police-contributing countries and the Secretariat will continue; and senior-level strategic engagement initiatives with Member States will be expanded through dialogue with capitals and recommendations of the evaluation on command and control implemented;

(iv) The global field support strategy, as explained in subparagraph (b) below;

DPKO and DFS will collaborate with Member States, civil society, think tanks, United Nations agencies, funds and programmes and international financial institutions in the implementation of various aspects of the New Horizon initiative. The implementation of the initiative would utilize existing resources and, where necessary, extrabudgetary funds to support individual projects, the scoping and costing of which are ongoing. Efficiency gains will be achieved through the development of standardized guidance, training and implementation modalities, the clearer articulation of requirements for mandate implementation, improved coherence across capability development initiatives, the more active and timely exchange of information, and improved systemic dialogue processes;

(b) The global field support strategy remains the main initiative to introduce a new service delivery model, aimed at expediting and improving support for field operations and strengthening resource stewardship and accountability while achieving greater efficiencies and economies of scale, in addition to improving the safety and living conditions of staff. With the new service delivery model, the Secretariat will be in a position to propose an optimization process that would enable the Organization to reduce overall requirements for resources, while increasing and improving services for the field and supporting the rapid and effective deployment of new missions. It is proposed that the reprofiling of UNLB as a Global Service Centre, which began in 2010/11 as part of the global field support strategy, continue in 2012/13, as explained in the report of the Secretary-General on the budget for UNLB (A/66/724), in which it is proposed that the Global Service Centre be strengthened as a unified entity comprising UNLB and the United Nations Support Base at Valencia, Spain. The Global Service Centre continues to play a central role in responding to the operational demands of field missions. Over the past year, specialist teams that have been assembled and despatched have supported UNOCI, UNSOA, MINUSTAH and UNMIS, as well as the deployment of UNMISS and UNISFA. In the 2012/13 proposal, it is proposed that more functions be relocated from Headquarters to the Global Service Centre without having an impact on functions requiring consultations with Member States, as requested by the General Assembly. The apparent efficiency gains are reflected in the decrease in the number of travel proposals for both Departments compared with the 2011/12 period. The Regional Service Centre at Entebbe, Uganda, is also operational and will continue to have an immediate impact. Moreover, the standardized funding model, approved by the General Assembly at its sixty-fifth session, alongside modularization, will contribute to the faster deployment of new missions and the expeditious delivery of legislative mandates. Efficiency gains associated with the global field support strategy are reflected in the report of the Secretary-General on progress in the implementation of the strategy (A/66/591).

9. The support account resource requirements proposed for the Department of Management would support the implementation of the following initiatives:

(a) Continuing the pilot project of the Award Review Board to review procurement challenges filed by unsuccessful vendors, and conducting prompt management evaluations of contested administrative decisions to determine whether they comply with the Organization's applicable regulations, rules and policies;

(b) Ensuring the determination of IPSAS-compliant opening statements of position;

(c) Providing training on IPSAS for staff in the finance, budget and property management areas;

(d) Strengthening the investment and liquidity management of peacekeeping funds;

(e) Continuously supporting the roll-out of the talent management system and its electronic support tool Inspira in the field;

(f) Providing targeted training and guidance to mission staff on the human resources scorecard;

(g) Continuously working on the human resources reform initiatives related to the harmonization of conditions of service, continuing contracts, recruitment and career development, and focusing on the development of a comprehensive mobility framework;

(h) Developing standardized procedures and guidelines for emergency medical and mass casualty incident preparedness and response, and improving the efficiency of its medico-administrative services through the continuing implementation of the electronic medical records and occupational health management system in the peacekeeping operations;

(i) Further strengthening the procurement function in order to expand the vendor roster to include vendors from developing countries and countries with economies in transition;

(j) Maintaining and upgrading, where necessary, the online procurement training programme for Headquarters and peacekeeping procurement staff to ensure best practices in peacekeeping procurement activities;

(k) Continuing the implementation of approved information technology systems (customer relationship management solution for troop contribution management, contingent-owned equipment application, electronic fuel management system, electronic rations management system, enterprise information portal, enterprise identity management system, electronic global warden system) in peacekeeping operations and supporting the Department in the implementation of the enterprise resource planning project (Umoja).

It is proposed that the responsibility of the satellite Earth station and associated activities and resources be transferred to the Office of Information and Communications Technology of the Department of Management from the Information and Communications Technology Division of DFS to leverage existing network technology for better integration, with expected efficiency gains of approximately $560,000 per year.

10. The support account requirements proposed for OIOS includes resource requirements for the following activities. In response to paragraph 40 of General Assembly resolution 63/287, the Investigations Division has prepared a comprehensive report on a pilot project defining post-based structures within peacekeeping. The report assumes no increase in the number of posts and provides a summary of lessons learned, future challenges and current opportunities for the restructuring of resident investigators in peacekeeping missions. Options being presented to the Assembly include establishing a field office in the Regional Service Centre at Entebbe to improve efficiencies associated with the recruitment and retention of qualified staff, travel costs, swifter mission deployments and/or increasing the number of investigator posts within the missions. Recommendations and comments for inclusion in the report are currently being solicited from DFS, DPKO, the Department of Management and the Special Representatives of the Secretary-General for all peacekeeping missions. The Internal Audit Division will refine the risk-based planning methodology to ensure that resources are focused on higher-risk areas and will further develop the concept of horizontal audits to allow processes and activities to be benchmarked between missions, and to identify good practices that can be disseminated. The Division will also develop a toolkit for auditing substantive programmes in peacekeeping missions and roll out a revised electronic documentation system to strengthen and ensure consistency in audit work assignments. The Inspection and Evaluation Division will continue to enhance methodological approaches to strengthen the evaluation function in support of doctrinal and methodological development for the evaluation of peacekeeping operations. The Division will be able to conduct evaluations or inspections relating to cross-cutting topics of strategic importance across missions, which will provide useful and relevant information regarding the efficiency and effectiveness of peacekeeping activities.

11. The support account requirements proposed for the Executive Office of the Secretary-General would allow the Office to support the achievement of gender equality, particularly at senior levels, and to propose concrete steps to foster a gender-sensitive work environment.

12. The support account requirements proposed for the Office of the United Nations Ombudsman and Mediation Services would allow the Office to address and resolve employment-related disputes, as well as to analyse and identify systemic issues arising in peacekeeping operations. In addition to carrying out its regular outreach and awareness-raising activities, the Office will continue to place emphasis

on its capacity to respond to crisis situations through a critical response team, by using its pool of on-call ombudspersons and mediators.

13. The Ethics Office will continue its outreach activities with respect to peacekeeping mission staff, with the aims of familiarizing staff with the services of the Office and encouraging them to consult on such issues as confidential ethics advice, training, protection against retaliation and the financial disclosure programme. To attain those objectives, the Office plans to conduct field visits, hold financial disclosure workshops and explore the possibility of conducting a workshop to train field-based ethics trainers.

14. The support account resources proposed for the Office of Legal Affairs would enable the Office to continue to provide legal assistance and advice on the myriad support functions relating to the Organization's peacekeeping activities and operations, including: arrangements with Governments, procurement activities and contracting for logistical requirements, the resolution of disputes and claims, the implementation and enhancement of the Organization's accountability measures, the interpretation and application of the Financial Regulations and Rules and Staff Regulations and Rules of the United Nations for proper administration, reforms thereof, and the defence of the interests of the Secretary-General and improvement of the administrative and financial management of the Organization's peacekeeping operations and activities through the mitigation of legal risk and the limitation of legal liability arising from such operations and activities.

15. The funds from the support account will continue to be utilized to support and strengthen the safety and security of United Nations personnel and premises in the peacekeeping operations and UNSOA, through the provision of training and technical guidance to field personnel. The Department of Safety and Security will continue to prepare and distribute security policy guidance documents to peacekeeping operations and UNSOA for implementation, in order to increase the efficiency and effectiveness of the Organization's security management system.

B. Analysis of resource requirements

16. The proposed requirements to be funded from the support account for peacekeeping operations for the 2012/13 period, excluding the provision for the enterprise resource planning project, amount to $283,119,100, representing a 4.9 per cent decrease compared with the approved 2011/12 resources of $297,607,200.

17. Pursuant to General Assembly resolution 66/246, and on the basis of the estimates presented by the Secretary-General in his third progress report on the enterprise resource planning project (A/66/381), submitted to the Assembly in September 2011, it is proposed that resource requirements related to enterprise resource planning in the amount of $37,337,600 be funded from the support account for the period from 1 July 2012 to 30 June 2013. In its resolution 64/243, the Assembly requested that the Secretary-General report annually on the progress of the enterprise resource planning project.

18. Pursuant to General Assembly resolutions 66/237 and 62/228, resource requirements related to the support account for peacekeeping operations share of post and non-post costs for the administration of justice, in the amount of

$3,321,800, have been included in the budget for the support account for the 2012/13 period.

19. Pursuant to General Assembly resolution 66/247 and the relevant recommendation contained in the related report of the Advisory Committee on Administrative and Budgetary Questions (A/66/7/Add.10), resource requirements related to the support account for peacekeeping operations share of the recurring costs of the secondary data centre, in the amount of $362,200, have been included in the budget of the support account for the 2012/13 period.

20. The proposed budget includes requirements related to the projected after-service health insurance costs of current peacekeeping retirees for the 2012/13 period, in the amount of $8,484,000.

21. The decrease of $14,488,100 in the proposed level of support account requirements (excluding enterprise resource planning) for the 2012/13 period, representing a 4.9 per cent decrease compared with the resources approved for the 2011/12 period, is attributable primarily to: the transfer of functions from DFS to UNLB and the United Nations Support Base, with respect to which the relevant corresponding post and non-post resources are reflected in the proposed budget for UNLB for 2012/13; non-recurring requirements associated with the stage of implementation (acquisition, development or deployment) of previously approved information technology systems for which a provision was included for the 2011/12 period; and the fact that no resources for new information technology initiatives are included for the 2012/13 period.

22. Net of the budgetary post and non-post resources associated with the proposed transfer of operations to UNLB and the United Nations Support Base, the overall resources from the support account proposed for the 2012/13 period represent a decrease of $6,839,700 compared with the approved appropriation for 2011/12.

Post resources

23. With regard to post resources, the decrease in requirements of $4,214,600 represents a decrease of 2.2 per cent compared with the approved 2011/12 post resources and accounts for 29.1 per cent of the total proposed decrease in support account requirements for 2012/13. The decrease is attributable primarily to: the proposed transfer of functions currently carried out at Headquarters, with respect to which the related posts would be established in the budget of UNLB for 2012/13; the impact of the vacancy rate of 25.0 per cent (Professional and Field/national General Service categories) applied to OIOS posts in peacekeeping missions for 2012/13, based on average actual incumbency levels, compared with the rates approved for 2011/12 of 15.0 per cent (Professional category) and 14.0 per cent (Field/national General Service category); and the impact of the vacancy rate of 15.9 per cent applied to the computation of requirements for the continuing Professional category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category), offset in part by the budgeted vacancy rate of 7.9 per cent for 2012/13 applied to the computation of requirements for the continuing General Service category posts, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category).

24. The budgetary impact on post resources associated with the proposed transfer of functions currently carried out at Headquarters, with respect to which it is proposed that the related posts be established in the budget for UNLB for 2012/13, is $4,430,800, which represents 105.1 per cent of the decrease in proposed post resources for 2012/13, taking into consideration the above-mentioned offsetting factors.

Non-post resources

25. With regard to non-post resources, the net decrease in requirements of $10,273,500 represents a decrease of 9.7 per cent compared with the approved 2011/12 non-post resources and is attributable to a decrease in requirements under the resource classes for general temporary assistance, official travel, facilities and infrastructure, and communications and information technology, offset by increased requirements under the consultants and other supplies, services and equipment resource classes. The net decrease under non-post requirements accounts for 70.9 per cent of the total proposed decrease in support account requirements for 2012/13.

26. The budgetary impact on non-post resources associated with the proposed transfer of functions and corresponding resources to the budget for UNLB for 2012/13 is a decrease of $3,217,600, which represents 31.3 per cent of the decrease in proposed non-post resources for 2012/13.

27. The decrease in requirements under the general temporary assistance resource class ($3,918,000, or 15.6 per cent) is attributable to: general temporary assistance approved for 2011/12 that is not proposed for continuation in 2012/13; the transfer to UNLB of functions currently carried out at Headquarters; the impact of the vacancy rates of 25.4 per cent and 6.8 per cent applied to the computation of requirements for the continuing general temporary assistance positions in the Professional and General Service categories, respectively, for 2012/13, based on average actual incumbency levels, compared with the rates approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category), and, in the case of new general temporary assistance positions, the impact of the vacancy rates of 65 per cent and 50 per cent applied to the computation of requirements for the Professional and General Service categories for 2012/13, compared with 25 per cent (Professional category) and 12.5 per cent (General Service category), offset in part by 11 proposed new general temporary assistance positions.

28. The budgetary impact on general temporary assistance resources associated with the transfer of functions currently carried out at Headquarters, with respect to which it is proposed that the related general temporary assistance positions be established in the budget for UNLB for 2012/13, represents a decrease of $1,094,800.

29. The decrease in requirements under the official travel resource class ($637.3, or 5.0 per cent) is attributable primarily to: the transfer to UNLB of operations and functions, as a result of which personnel are no longer required to travel from Headquarters; the conduct of training or other events on a biannual rather than an annual basis; and the maximization of the use of videoconferencing technology in place of travel.

30. The decrease in requirements under the facilities and infrastructure resource class ($1,513,500, or 6.9 per cent) is attributable primarily to the standard rental of premises and office supplies associated with: the transfer of functions currently carried out at Headquarters, with respect to which it is proposed that the related posts and general temporary assistance positions be established in the budget for UNLB for 2012/13; and the reduced level of information technology contractual personnel at Headquarters in connection with the stage of implementation (acquisition, development or deployment) of previously approved systems and owing to the fact that no new information technology initiatives are proposed for the 2012/13 period.

31. The decrease in requirements under the communications resource class ($282,300, or 10.3 per cent) is attributable primarily to: reduced commercial communications services in UNOAU owing to reduced charges associated with a change in Internet service provider and standard charges at Headquarters associated with the proposed transfer of functions, with respect to which the related posts and general temporary assistance positions would be established in the budget for UNLB.

32. The decrease in requirements under the information technology resource class ($5,202,700, or 22.9 per cent) is attributable primarily to: non-recurring requirements associated with the stage of implementation (acquisition, development or deployment) of previously approved information technology systems for which a provision was included for 2011/12; the fact that no resources for new information technology initiatives are proposed for the 2012/13 period; reduced standard charges for the service-level agreement for desktop services; and infrastructure support and the replacement of equipment associated with the proposed transfer of functions, with respect to which the related posts and general temporary assistance positions would be established in the budget for UNLB.

33. The reduced requirements proposed for 2012/13 are offset by additional requirements under the consultants resource class ($302,300, or 4.8 per cent), attributable primarily to the engagement of subject-matter experts for the preparation of IPSAS-compliant financial statements as a result of the fact that the required expertise is not available within the United Nations system, and by additional requirements under the other supplies, services and equipment resource class ($978,000, or 6.7 per cent) for the administration of justice pursuant to General Assembly resolution 66/247.

C. Analysis of consultancy requirements

34. The table below reflects the budgetary levels for consultants from 2007/08 to 2012/13. All requirements for consultants have been carefully analysed and reviewed case by case, primarily on the basis of: (a) whether the study/review/report has been mandated by a legislative body; (b) whether the study/review/report has been recommended by OIOS and/or the Board of Auditors; (c) whether the requirement and the related output are associated with the results-based-budgeting framework; and (d) cases in which required technical expertise is not available within the United Nations system.

35. The proposed support account consultancy provision for 2012/13 reflects requirements for specialized expertise that cannot be accommodated in-house.

While the majority of consultancy requirements are related to requests made by the General Assembly and to observations and recommendations of the Board of Auditors, OIOS or the Special Committee on Peacekeeping Operations, the proposed budget also reflects requirements for ongoing initiatives for which consultants were approved for 2011/12, as follows: the development and conduct of specialized training programmes and conferences on substantive areas of peacekeeping operations, and thematic/mission evaluations by DPKO; the Award Review Board; the implementation of IPSAS, the conduct of the occupational resilience workshop and the review of arrangements relating to information and communications technology contractual personnel and of various records management functions (digitization, cataloguing, preservation and security of archives) by the Department of Management; the conduct of multidimensional mission/thematic evaluations and inspections and information and communications technology audits and the provision of specialized investigative and audit training by OIOS; the provision of specialized legal counsel by the Office of Legal Affairs; the provision of specialized on-call ombudsperson and mediation services by the Office of the United Nations Ombudsman and Mediation Services; the independent review of staff files in connection with the financial disclosure programme conducted by the Ethics Office; and the provision of specialized communications training by the Department of Public Information.

36. New initiatives are proposed by: DPKO, in the area of the rule of law and security institutions (evaluation of mine action programmes, with an expanded mandate on weapons and ammunition management); DFS, in the area of logistics (review and update of the Fuel Operations Manual; property benchmarking study; development of international boundary demarcation handbook); the Department of Management, in the areas of procurement (review of corporate ethics and compliance; procurement training) and human resources (review of generic job profiles); OIOS, in the areas of inspection and evaluation (advisory panel on multidimensional mission/thematic evaluations and inspections) and internal audit (rule of law and security institutions; waste management); and the Ethics Office (development of evaluation criteria and an e-learning ethics module).

Budgetary provision under consultants

(Millions of United States dollars)

	2007/08 approved	*2008/09 approved*	*2009/10 approved*	*2010/11 approved*	*2011/12 approved*	*2012/13 proposed*	*Six-year average*
Consultancies	4.7	6.8	6.1	3.5	6.3	6.6	5.7
Increase (percentage)	1.0	44.7	(10.3)	(42.6)	80.0	4.8	12.9
Support account total	230.5	282.4	294.0[a]	306.8[a]	297.6[a]	283.1[a]	282.4[a]
Increase (percentage)	22.0	22.5	4.1	4.4	(3.0)	(4.9)	7.5
Consultancies as a percentage of the support account	2.0	2.4	2.1	1.1	2.1	2.3	2.0

[a] Excluding provisions for enterprise resource planning.

D. Budget parameters

Posts

37. Standard salary costs established for New York by the Office of Programme Planning, Budget and Accounts have been applied to all posts at Headquarters, and the standard salary costs for Addis Ababa, Vienna and Nairobi have been applied to posts at UNOAU and the regional investigation hubs of OIOS at those duty stations. The computation of requirements for continuing posts reflects the application of budgeted vacancy rates of 15.9 per cent and 7.9 per cent, respectively, for Professional and General Service category posts, which are based on the overall actual average vacancy rates available at the time of the finalization of the proposal. With regard to the OIOS continuing posts of Resident Auditor and Investigator located in peacekeeping missions, the relevant mission-specific standard salary costs determined by the Peacekeeping Financing Division for peacekeeping operations by category and grade level have been applied.

Non-post resources

38. Budgeted vacancy rates of 25.4 per cent and 6.8 per cent have been applied to the computation of requirements for continuing general temporary assistance positions of 12 months' duration for Professional and General Service category posts, respectively, and are based on the overall actual average vacancy rates available at the time of the finalization of the proposal. Budgeted vacancy rates of 65 per cent and 50 per cent have been applied to the computation of requirements for new general temporary assistance positions of 12 months' duration for Professional and General Service category posts, respectively.

39. Following the report of OIOS on the audit of the standard costs applied to Headquarters overhead (A/60/682), the Secretariat has reviewed the standard costs and, to the extent possible, has applied the revised rates in the formulation of the requirements under recurrent costs, such as those for the rental of premises and equipment and those for office supplies, commercial communications (fax and telephone), information technology equipment replacement, and service-level agreements and infrastructure for information technology maintenance and repair.

40. The annual rental rate of $14,300 per staff member has been applied to all proposed posts at Headquarters, based on the current market rate for commercial space. The rental of premises in Addis Ababa has been considered, based on the standards applied at the headquarters of the Economic Commission for Africa in Addis Ababa. For 2012/13, associated costs for the use of office space in the regional hubs in Nairobi and Vienna have been included, based on past expenditure patterns. In addition, the costs for rent, alterations and improvements as well as furniture are budgeted at rates applied to corresponding post levels and the average of rates, respectively, based on the estimation guide for standard common service costs in New York. Those costs are centrally administered by the Department of Management on behalf of all departments and offices funded from the support account.

41. The provision for the maintenance of information technology equipment, in the amount of $1,500 per staff member, is based on the Office of Information and Communications Technology standard service-level agreement B. The provision for the cost of the central information technology infrastructure (information storage

and backup, application hosting, departmental servers) per staff member is derived from past expenditure patterns.

42. A standard desktop computer is provided for each new post, and, pursuant to General Assembly resolution 59/296 (sect. XXI, para. 6), the ratio of printers to desktop computers of 1:4 has been applied for all new staff as well as for the replacement of existing equipment. The provision for the purchase of new desktop computers and laptops is based on average costs of $900 and $1,500 per unit, respectively, while a standard provision of $3,500 has been applied for network printers.

43. Commercial communications costs are budgeted at a standard rate of $1,400 per staff member and telephone/fax installation services at $300 per newly proposed staff member, based on past expenditure trends, as recommended by OIOS (see A/60/682, para. 67). A one-time charge for standard equipment (telephone sets) is budgeted at a standard rate of $300 per newly proposed staff member. Updated standards for the provision for non-recurrent costs of alterations/improvements and communications equipment have been applied to all new posts.

44. Requirements for office supplies, the rental of office equipment, standard communications requirements, standard information technology requirements and other supplies, services and equipment for DPKO and DFS, as well as for the Department of Management, are centrally administered by their respective Executive Offices and are presented as such.

E. Information on rejustification and reclassification of posts

45. The General Assembly, in paragraph 12 of its resolution 58/298, requested information with respect to posts that will have been vacant for at least 12 months by 30 June of a given year. At the time of reporting, taking into account the requirement for the rejustification of continuing posts vacant for 12 months or longer as at 30 June 2012, continuing posts vacant for 12 months or more as at 30 June 2012 were not anticipated.

46. The General Assembly, in paragraph 19 of its resolution 57/318, requested the Secretary-General to include in the next support account report information on details of reclassification upward and downward of posts, as well as the breakdown of appointments to posts reclassified upward, as between internal and external candidates, in the previous two years and to provide annual data thereafter.

47. For 2011/12, the General Assembly approved two reclassifications in the regional branch offices of the Office of the United Nations Ombudsman and Mediation Services (2 posts of Administrative Assistant, from the national General Service to the Field Service category).

48. In the 2012/13 budget, it is proposed that one post of Police Communications Adviser in the Office of the Police Adviser of DPKO be reclassified from the P-3 to the P-4 level.

II. Proposed staffing

Proposed staffing by department/office, 2012/13

		Proposed changes 2012/13				
Department/office	*Approved 2011/12 staffing*	*Redeployment in*	*Redeployment out*	*Abolishment*	*New posts*	*Proposed 2012/13 staffing*
DPKO	485	—	—	—	—	485
DFS	424	—	(2)	(36)	—	386
Department of Management[a]	240	2	—	—	—	242
OIOS	97	—	—	—	—	97
Executive Office of the Secretary-General	5	—	—	—	—	5
Office of the United Nations Ombudsman and Mediation Services	7	—	—	—	—	7
Office of Legal Affairs	15	—	—	—	—	15
Department of Public Information	4	—	—	—	—	4
Department of Safety and Security	18	—	—	—	—	18
Total	**1 295**	**2**	**(2)**	**(36)**	**—**	**1 259**

[a] Includes human resources requirements for the Office of Information and Communications Technology pursuant to General Assembly resolution 66/246.

Proposed new posts by department/office

49. The support account proposal for 2012/13 does not provide for the establishment of any new posts.

III. Results-based-budgeting frameworks and analysis of resource requirements

A. Department of Peacekeeping Operations

(a) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	4	—	—	—	**4**	—
D-1	10	—	—	—	**10**	—
P-5	44	—	—	—	**44**	—
P-4	204	1	—	—	**205**	1
P-3	91	(1)	—	—	**90**	(1)

Category	Approved support account posts 2011/12	Redeployment, reassignment, reclassification, abolishment	General temporary assistance conversions	Additional new posts requested	Total proposed 2012/13	Change
P-2/P-1	10	—	—	—	**10**	—
Subtotal	**363**	—	—	—	**363**	—
General Service and other						
Principal level	2	—	—	—	**2**	—
Other level	88	—	—	—	**88**	—
Field Service	11	—	—	—	**11**	—
National General Service	20	—	—	—	**20**	—
United Nations Volunteers	1	—	—	—	**1**	—
Subtotal	**122**	—	—	—	**122**	—
Total	**485**	—	—	—	**485**	—

(b) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2010/11)	Apportionment (2011/12)[a]	Cost estimates (2012/13)	Variance: Amount	Variance: Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	74 492.9	75 019.7	75 059.6	39.9	0.1
II. Non-post resources					
General temporary assistance	3 295.0	4 092.5	3 038.4	(1 054.1)	(25.8)
Consultants	702.8	641.2	498.7	(142.5)	(22.2)
Official travel	6 106.0	5 375.8	5 290.7	(85.1)	(1.6)
Facilities and infrastructure	1 202.3	944.8	670.9	(273.9)	(29.0)
Communications	2 010.4	1 443.3	1 108.3	(335.0)	(23.2)
Information technology	10 431.9	3 016.9	2 168.3	(848.6)	(28.1)
Other supplies, services and equipment	1 911.2	2 285.6	1 914.8	(370.8)	(16.2)
Subtotal II	**25 659.6**	**17 800.1**	**14 690.1**	**(3 110.0)**	**(17.5)**
Total	**100 152.5**	**92 819.8**	**89 749.7**	**(3 070.1)**	**(3.3)**

[a] Includes costs centrally administered by the Executive Offices of DPKO and DFS.

1. United Nations Office to the African Union

(a) Results-based-budgeting framework

50. The mandate of UNOAU was established by the General Assembly in its resolution 64/288.

51. The priorities of the Office are to directly support the planning and strategic direction of African Union peacekeeping operations, to help build the capacity of

the African Union Commission and the regional economic communities/regional mechanisms to plan, staff and deploy such operations, and to provide coordinated short-term operational support, in coordination with departments within the United Nations and with other partners. As part of this support, the delivery of technical expertise and the continued facilitation of donor coordination for the development of the African Standby Force, the provision of advice and assistance to the African Union in the overall planning and management of AMISOM with support from DPKO and DFS, and proposed operations against the Lord's Resistance Army will remain priorities for the Office. In this respect, and closely in line with the priorities of the African Union strategic plan for 2013-2015, the Office will continue to support the long-term development of the Union's African Peace and Security Architecture.

52. Furthermore, the Office will continue to ensure efficiency gains through the implementation of the memorandum of understanding for common services with the Economic Commission for Africa and the co-location with the Commission in new premises, which is expected to occur during the first quarter of 2013.

53. UNOAU comprises the front office, the Political Affairs Section, the Operational Planning and Advisory Section, the Administrative Planning and Advisory Section, and the Mission Support Unit.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 4 consultative mechanisms at separate levels with the African Union on peacekeeping issues are implemented and supported between the Security Council and the African Union Peace and Security Council; the Secretary-General and the Chair of the African Union; the Joint Task Force on Peace and Security (relevant Under-Secretaries-General and African Union Commissioners); and peacekeeping desks of the United Nations and the African Union Commission (2010/11: 4; 2011/12: 4; 2012/13: 4)
	1.2 2 consultative mechanisms are implemented with 2 key groups, United Nations agencies and African Union partners to ensure the coordination and coherence of operational and capacity-building support for the African Union in peacekeeping-related areas (2010/11: 2; 2011/12: 2; 2012/13: 2)

Outputs

- The Secretary-General and the Deputy Secretary-General each participate in 1 African Union summit
- 1 meeting between the United Nations Security Council and the African Union Peace and Security Council
- 2 meetings of the Joint Task Force on Peace and Security
- 12 presentations to the African Union Peace and Security Council on peacekeeping issues
- Facilitation of 1 meeting and 6 videoteleconferences between peacekeeping desks of the Secretariat and the African Union Commission

- 12 monthly reports on cooperation in peacekeeping between the United Nations and the African Union, 52 weekly reports on developments in peacekeeping at the African Union, and 12 analytical cables to the African Union on strategic peacekeeping issues
- Organization of 26 meetings of the African Union Partners Group, 4 meetings of the Peace and Security Cluster of the 10-year capacity-building programme, and 4 meetings of each of the 4 sub-clusters
- 6 information publications to inform a broad public audience about the activities of the Office in support of the African Union
- 1 report on the review of the Office's support structure, with a view to efficiency gains

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 5 of 6 pillars of the African Peace and Security Architecture are operational, and the benchmarks of the African Standby Force road map III are achieved (2010/11: not applicable; 2011/12: not applicable; 2012/13: 5)
	2.2 Implementation of 18 capacity-building strategies related to peacekeeping for the African Union Commission within the framework of the African Peace and Security Architecture
	2.3 100 per cent implementation of the AMANI Africa II cycle in accordance with the African Standby Force road map III (2010/11: not achieved; 2011/12: not applicable; 2012/13: 100 per cent)
	2.4 AMISOM and all African Union peacekeeping operations are fully operational within their authorized mandates (2010/11: not achieved; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- 6 annual reports on the achievements of the pillars of the African Peace and Security Architecture
- Implementation of 3 roster databases, for the military, civilian and police components of the African Standby Force, for the African Union in accordance with the African Standby Force road map III
- 6 manuals or standard operating procedures on the African Standby Force reviewed and updated
- 18 policies and guidelines produced in support of African Union Commission capacity-building strategies, in 18 peacekeeping areas
- Organization of 4 workshops covering 18 peacekeeping-related areas in support of African Union Commission and regional economic community/regional mechanism operations and capacity-building strategies
- Support and guidance for the AMANI police and civilian command post exercise to test the readiness of the police and civilian components of the African Standby Force
- 15 consultations and 11 predeployment visits conducted with existing and potential African Union troop- and police-contributing countries and AMISOM partners in support of the implementation of the AMISOM mandate

External factors

The African Union Peace and Security Council will continue its strategic partnership with the United Nations; donors will provide funding to the African Union to support the implementation of the African Peace and Security Architecture; and the African Union will make timely and significant progress in meeting its strategic objectives

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	—	—	—	—	**—**	—
D-1	—	—	—	—	**—**	—
P-5	2	—	—	—	**2**	—
P-4	20	—	—	—	**20**	—
P-3	3	—	—	—	**3**	—
P-2/P-1	—	—	—	—	**—**	—
Subtotal	**25**	**—**	**—**	**—**	**25**	**—**
General Service and other						
Principal level	—	—	—	—	**—**	—
Other level	—	—	—	—	**—**	—
Field Service	11	—	—	—	**11**	—
National General Service	20	—	—	—	**20**	—
United Nations Volunteers	1	—	—	—	**1**	—
Subtotal	**32**	**—**	**—**	**—**	**32**	**—**
Total	**57**	**—**	**—**	**—**	**57**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2010/11)*	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	4 059.3	6 227.5	6 237.3	9.8	0.2
II. Non-post resources					
Official travel	628.2	148.1	376.0	227.9	153.9
Other supplies, services and equipment	796.5	983.6	537.1	(446.5)	(45.4)
Subtotal II	**1 424.7**	**1 131.7**	**913.1**	**(218.6)**	**(19.3)**
Total	**5 484.0**	**7 359.2**	**7 150.4**	**(208.8)**	**(2.8)**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$6 237.3	$9.8	0.2%

54. The provision of $6,237,300 would cover the salaries, common staff costs and staff assessments for the 57 continuing posts, in respect of which delayed recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (Field/National General Service category) were applied.

	Cost estimates	Variance	
Official travel	$376.0	$227.9	153.9%

55. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	104 400	Organization of 26 meetings of the African Union partners group; 4 meetings of the Peace and Security Cluster of the 10-year capacity-building programme; 4 meetings of each of the four sub-clusters 15 consultations and 11 predeployment visits conducted with existing and potential African Union troop- and police-contributing countries and AMISOM partners in support of the implementation of the AMISOM mandate
Technical support	76 300	Support and guidance for the AMANI police and civilian command post exercise to test the readiness of the police and civilian components of the African Standby Force
Seminars/conferences/workshops	50 100	Organization of 4 workshops covering 18 peacekeeping-related areas in support of African Union Commission and regional economic community/regional mechanism operations and capacity-building strategies
Budget preparation/review	38 700	1 report on the review of the Office's support structure, with a view to efficiency gains
Training	106 500	Organization of 4 workshops covering 18 peacekeeping-related areas in support of African Union Commission and regional economic community/regional mechanism operations and capacity-building strategies
Total	**376 000**	

56. The amount of $104,400 is proposed for travel to undertake the following mission planning/assessment/consultation activities: attending meetings at Headquarters jointly organized by DPKO and the Department of Political Affairs, to discuss various aspects of peacekeeping, field support and political matters concerning the African Union and upcoming African peacekeeping missions ($79,200); holding discussions and consultations with the various regional economic

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[1] Resource requirements are expressed in thousands of United States dollars.

commissions and regional coordination mechanisms on issues relating to the African Standby Force ($14,400); and conducting predeployment visits to troop- and police-contributing countries and technical assessment missions with African Union counterparts with respect to ongoing and future African Union peacekeeping operations ($10,800).

57. The amount of $76,300 is proposed for travel to undertake the following technical support activities: providing guidance and advice to strengthen the African Union electoral architecture, processes and standards, and assisting in the development of the African Standby Force in the areas of training policy, public information structure, security sector reform, disarmament, demobilization and reintegration, information and communications technology operations, and a logistics support base, as well as guidance and advice in connection with AMISOM ($60,900); and assisting in the development of African Union personnel capacity, both at the African Union Commission and in field missions ($15,400).

58. The amount of $50,100 is proposed for travel to participate in the following seminars/conferences/workshops: a workshop on improving the quality of support for peacekeeping missions, organized by UNLB; the annual workshop for Chief Budget Officers and Chief Finance Officers organized by Headquarters; a workshop on the development of Galileo for improved handling of assets/inventory management, held in Entebbe; a conference on human resources management organized by DFS; and the annual workshop for heads of political units organized by DPKO and the Department of Political Affairs.

59. The amount of $38,700 is proposed for travel to Headquarters to attend the 2012/13 budget hearings of the Advisory Committee on Administrative and Budgetary Questions on support account proposals.

60. The amount of $106,500 is proposed for travel to attend training courses and workshops for the development of skills and substantive knowledge in the areas of security sector reform, disarmament, demobilization and reintegration, information and communications technology operations, logistics, financial and budget, human resources and leadership/capacity-building, and public communications, with a view to providing training workshops for the African Union in those areas.

61. The variance is attributable to the fact that the travel provision for the previous period represents a level of activity proportionate to the level of staff and corresponding planned support during the Office's second year of operations. The increase in proposed resources is attributed to the peacekeeping-related work planned to enable a fully operational Office to undertake its mandate, including development and substantive training.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$537.1	($446.5)	(45.4%)

62. The amount of $537,100 is proposed to provide for utilities, security and maintenance services, and building and maintenance supplies, materials and equipment ($273,600); repairs and maintenance, petrol, oil and lubricants, spare parts and insurance associated with vehicles ($157,900); subscriptions, printing and production associated with newsletters and other publications, public information services and other administrative charges ($53,600); and training fees, supplies and

services for training workshops to be organized and facilitated by the Office on various operational, logistical and human resources areas ($52,000).

63. The variance is attributable primarily to the Office's share of construction costs associated with the future office space that it will occupy in Addis Ababa and non-recurring non-standard alterations and improvements in connection with the establishment of the Office, for which a provision was included for the 2011/12 period.

2. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

64. The mandate of the Office of the Under-Secretary-General was established by the General Assembly in its resolution 47/71. The functions of the Office are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

65. The Office of the Under-Secretary-General undertakes a broad range of activities to ensure a coordinated or integrated approach to planning, directing, managing and supporting peacekeeping operations. Priority areas of activity include: supporting the Under-Secretary-General in the performance of political, programmatic, managerial and administrative functions; developing the Department's programme of work, while ensuring alignment with the strategic goals and priorities of United Nations peacekeeping; managing media relations, publicity and external relations and supporting public information activities in field operations; leading cross-cutting management, reform and information management initiatives; providing situational awareness on developments that have an impact on United Nations peacekeeping, so as to support decision-making; delivering policy advice on safety and security issues related to peacekeeping operations; and facilitating crisis response for DPKO and DFS.

66. The Office of the Under-Secretary-General includes the front office and the Office of the Chief of Staff, which comprises the Executive Office, the Public Affairs Section and the Situation Centre. As of January 2012, the Department managed 15 peacekeeping operations (including UNTSO and UNMOGIP, which are funded from the biennial programme budget) and one special political mission; and in certain areas, provided support to operations supported by DFS and to AMISOM.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Access for Member States to key public information materials in the six official languages on the United Nations peacekeeping website and related field support issues (2010/11: 1; 2011/12: 1; 2012/13: 6)

Outputs

- 35 briefings to the Security Council, the General Assembly, troop- and police-contributing countries and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic, operational and policy issues related to peacekeeping
- 270 meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping

- 3 briefings to the Special Committee on Peacekeeping Operations on new and developing security policies, organizational resilience management and field safety
- 100 media interviews and press conferences, including on mission-specific topics and conduct and discipline, military, police, and security issues
- 150 outreach activities, such as conferences, exhibits and public briefings, on the peacekeeping work of the United Nations, and 1,000 peacekeeping-themed stories for broadcast on United Nations media outlets
- 35 briefings to troop- and police-contributing countries on operational developments in 13 peacekeeping operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 100 per cent compliance on the part of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information (2010/11: not applicable; 2011/12: not applicable; 2012/13: 100 per cent)
	2.2 Deployment of public information components of peacekeeping operations, including specialist functions, within the timelines set by the Security Council or the respective mission for new peacekeeping operations

Outputs

- Revised guidelines on the management of the situational reporting process and administration of the intranet
- 1 guideline and template for self-assessments by peacekeeping operations of compliance with the field safety policy
- Assessment of the self-assessments of 13 peacekeeping operations regarding compliance with the field safety policy and guidelines of DPKO/DFS
- Updated guidance on the structure and programmes of public information offices for new peacekeeping operations or those undergoing significant adjustments

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent compliance on the part of 9 field operations with records and information management standards (2009/10: not available; 2010/11: 5; 2011/12: 7; 2012/13: 9)
	3.2 Development of a general and/or issue-specific communications strategy by 4 multidimensional peacekeeping operations (2010/11: 2; 2011/12: 4; 2012/13: 4)

Outputs

- 10 visits to peacekeeping operations to review progress and provide direction to leadership on issues related to the implementation of mandates
- Updated guidelines and templates for performance compacts and assessments for all heads of mission and their deputies

- Joint annual conference of mission chiefs of staff and Directors/Chiefs of Mission Support on roles and responsibilities and effective mission management in a climate of financial constraint
- Assessment of current practices in all peacekeeping operations related to access to and the organization and storage of information
- 3 technical assessments, in collaboration with the Department of Public Information, of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges
- 20 inputs on the peacekeeping dimension of security, safety and organizational resilience in policies, guidelines and procedures developed by the Inter-Agency Security Management Network
- 13 evaluations of the effectiveness of field safety programmes and the organizational resilience management emergency preparedness plans of all peacekeeping operations and UNSOA
- 1 organizational resilience training course and 1 field safety training course for participants from all peacekeeping operations and UNSOA
- 18 reports on priority issues to enhance the situational awareness of all peacekeeping operations and AMISOM, and on related areas of interest
- 1 policy and 1 guideline on crisis response for all peacekeeping operations
- 4 technical assessments on the functioning and compliance of each of the Joint Operations Centres and Joint Mission Analysis Centres in peacekeeping operations
- 1 workshop for Chiefs of Joint Operations Centres to review and update relevant policies, and to identify knowledge and skills gaps with a view to further guidance development, training and staffing
- 2 revised policies for Joint Operations Centres and Joint Mission Analysis Centres

External factors

Member States will provide the political support and capacity necessary for the implementation of mission mandates; peacekeeping partners and others will provide the necessary support

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	1	—	—	—	**1**	—
D-1	2	—	—	—	**2**	—
P-5	5	—	—	—	**5**	—
P-4	11	—	—	—	**11**	—
P-3	21	—	—	—	**21**	—
P-2/P-1	4	—	—	—	**4**	—
Subtotal	**44**	**—**	**—**	**—**	**44**	**—**

Category	Approved support account posts 2011/12	Redeployment, reassignment, reclassification, abolishment	General temporary assistance conversions	Additional new posts requested	Total proposed 2012/13	Change
General Service and other						
Principal level	2	—	—	—	2	—
Other level	23	—	—	—	23	—
Subtotal	**25**	—	—	—	**25**	—
Total	**69**	—	—	—	**69**	—

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	9 831.6	9 687.1	9 805.8	118.7	1.2
II. Non-post resources					
General temporary assistance	704.5	710.9	532.1	(178.8)	(25.2)
Official travel	596.9	595.9	564.4	(31.5)	(5.3)
Facilities and infrastructure	1 202.3	944.8	670.9	(273.9)	(29.0)
Communications	2 010.4	1 443.3	1 108.3	(335.0)	(23.2)
Information technology	10 431.9	3 016.9	2 168.3	(848.6)	(28.1)
Other supplies, services and equipment	250.4	231.7	341.4	109.7	47.3
Subtotal II	**15 196.4**	**6 943.5**	**5 385.4**	**(1 558.1)**	**(22.4)**
Total	**25 028.0**	**16 630.6**	**15 191.2**	**(1 439.4)**	**(8.7)**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$9 805.8	$118.7	1.2%

67. The provision of $9,805,800 would cover the salaries, common staff costs and staff assessments for the 69 continuing posts, in respect of which delayed recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) were applied. The variance is attributable primarily to the impact of the vacancy rate of 7.9 per cent applied to the computation of requirements for the continuing General Service category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category), offset in part by the budgeted vacancy rate of 15.9 per cent for 2012/13 applied to the computation of requirements for the continuing Professional category posts, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category).

	Cost estimates	*Variance*	
General temporary assistance	$532.1	($178.8)	(25.2%)

68. The proposed requirements in the amount of $532,100 would provide for the continuation of two general temporary assistance positions as well as the replacement of staff on maternity or sick leave (12 person-months for the Professional category and 12 person-months for the General Service (Other level) category), as described below.

Office of the Chief of Staff

Front office

Organizational Resilience Officer (1 P-4 position, continuation)

Team Assistant (1 GS (OL) position, continuation)

69. The current staffing establishment of the Office of the Chief of Staff comprises 16 continuing posts (1 D-2, 2 P-5, 3 P-4, 4 P-3 and 6 GS (OL)) and two general temporary assistance positions, funded from the support account.

70. Organizational resilience management is the framework for standardization, integration, training, implementation and continuous improvement with regard to field mission emergency preparedness, response and recovery plans in the areas of crisis management, business continuity, information technology disaster recovery, medical emergency preparedness, security and staff/victim support. The organizational resilience management approach is a means to either eliminate or reduce unnecessary/undesirable emergency planning and resource redundancy and improve field operations' preparedness prior to, and response and recovery after, a critical incident of any type. Organizational resilience management builds upon previous work on business continuity and medical preparedness, carried out from 2009 through 2011.

71. The Department of Safety and Security has led the effort to develop an overarching crisis response structure, while the Department of Management has led the effort to develop business continuity plans and programmes such as the business continuity plan for Headquarters. These efforts provide the chapeau under which the Departments develop their respective crisis response and business continuity plans and programmes. While the Department of Management and the Department of Safety and Security establish the overall structure for crisis response and business continuity, they do not have the capacity to develop departmental or mission-level plans. In addition to developing such plans for DPKO and DFS at Headquarters, the Departments are responsible for engaging with the field operations that they support in order to both oversee the development and integration of field operation and departmental organizational resilience plans and ensure that they are compliant and integrated with broader Secretariat policies and systems. Such plans include the resolution of such issues as contingency chain of command, contingency location decisions, the identification of critical and essential immediate- and medium-term functions and the designation of staff to perform them, and the identification and establishment of required delegations of decision-making authority and the appropriate contingency transfer of financial and administrative authority, as well as the required training and accountability mechanisms.

72. All current and future field operations are required to implement organizational resilience management. To assist those operations, the Organizational Resilience Officer, in close collaboration with relevant staff and sections of both DPKO and DFS, reviews emergency plans, identifies required areas of integration and redundancy, oversees and assesses field operation exercises, and identifies lessons learned for further dissemination. To continuously assist the development and implementation by field operations of organizational resilience management, the Organizational Resilience Officer delivers training courses on the subject to field mission focal points and provides direct on-site assistance following processes adopted over the past two years for the development, implementation and exercise of business continuity planning. Within the Secretariat, the implementation of organizational resilience management has begun at Headquarters; preparations for implementation in the field will take place in 2011/12, with actual implementation in the field carried out during the budget period 2012/13 and continuing thereafter.

73. Accordingly, it is proposed that two general temporary assistance positions, of Organizational Resilience Officer (P-4) and Administrative Assistant (GS (OL)), be continued.

Executive Office

Administrative Officer (3 P-3 positions, 4 months, continuation)

Assistant (3 GS (OL) positions, 4 months, continuation)

74. It is proposed that general temporary assistance for 12 person-months of Administrative Officer (P-3) and Assistant (GS (OL)) be continued in order to replace staff on maternity or long-term sick leave in both DPKO and DFS.

75. The variance is attributable to the continuation of two general temporary assistance positions, compared with the three positions approved for 2011/12, and to the impact of the vacancy rates of 25.4 per cent and 6.8 per cent applied to the computation of requirements for the continuing Professional and General Service category general temporary assistance positions, respectively, for 2012/13, based on average actual incumbency levels, compared with the rates approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category).

	Cost estimates	*Variance*	
Official travel	$564.4	($31.5)	(5.3%)

76. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	400 400	18 reports on priority issues to enhance the situational awareness of all peacekeeping operations and AMISOM, and on related areas of interest 4 technical assessments on the functioning and compliance of each of the Joint Operations Centres and Joint Mission Analysis Centres in peacekeeping operations
Technical support	66 900	3 technical assessments, in collaboration with the Department of Public Information, of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges
Seminars/conferences/workshops	97 100	20 inputs on the peacekeeping dimension of security, safety and organizational resilience in policies, guidelines and procedures developed by the Inter-Agency Security Management Network
Total	**564 400**	

77. The amount of $400,400 is proposed for travel to undertake the following mission planning/assessment/consultation activities: supporting the staff exchange programme whereby four staff members from the field serve at Headquarters for a period of three months ($149,200); engaging with senior leadership in peacekeeping missions ($127,200); engaging in political consultations through meetings with and briefings to Member States and regional organizations ($94,800), and carrying out public information activities in field operations with regard to referendums and elections and strengthening capacity ($29,200).

78. The amount of $66,900 is proposed for travel to undertake the following technical support activities: evaluating the effectiveness of the field safety programme in MINUSTAH and UNMISS and providing technical advice to improve the missions' field safety system ($11,400); providing support to Joint Operations Centres and Joint Mission Analysis Centres and ensuring that policies have been implemented in the field ($27,900); and improving regular operational reporting and assessment reports and assisting in daily work ($27,600).

79. The amount of $97,100 is proposed for travel to participate in the following seminars/conferences/workshops: the annual workshop on security risk management policies organized by the Department of Safety and Security; plenary and steering group sessions of the Inter-Agency Security Management Network; a conference of heads of mission; an international conference on the operational functioning of situational centres, co-organized by the United Nations and the European Union in support of the African Union; a conference on emergency preparedness and crisis response; and the annual workshop on best practices and lessons learned organized by the Joint Operations Centres.

80. The variance is attributable to reduced travel, primarily as a result of the streamlining of the Office's representational activities and the maximization of videoconferencing technology to ensure necessary contact with peacekeeping operations.

	Cost estimates	Variance	
Facilities and infrastructure	$670.9	($273.9)	(29.0%)

81. The amount of $670,900 is proposed to provide for office supplies, centrally administered by the Executive Office on behalf of both DPKO ($249,100) and DFS ($219,000), and the rental of photocopiers for both Departments, in the amount of $202,800.

	Cost estimates	Variance	
Communications	$1 108.3	($335.0)	(23.2%)

82. The amount of $1,108,300 is proposed to provide for recurring requirements, centrally administered by the Executive Office on behalf of both DPKO and DFS, for commercial communications services at the standard rate derived from past expenditure trends, in the amounts of $713,600 and $394,700 for DPKO and DFS, respectively. The variance is attributable to reduced standard communications charges as a result of the proposed redeployment of posts and the continuation of fewer general temporary assistance positions in DFS compared with 2011/12, and the reduced requirements for commercial communications services in UNOAU owing to reduced charges associated with a change in Internet service provider.

	Cost estimates	Variance	
Information technology	$2 168.3	($848.6)	(28.1%)

83. The amount of $2,168,300 is proposed to provide for recurring requirements, centrally administered by the Executive Office on behalf of both DPKO and DFS, for the maintenance and repair of information technology equipment based on the standard service-level agreement established by the Office of Information and Communications Technology, in the amounts of $757,500 and $657,000 for DPKO and DFS, respectively; the acquisition of standard information technology equipment, including new and replacement desktop computers, laptop computers and network printers, for both Departments ($387,300); and the support account share ($366,500) of central information technology infrastructure costs (information storage and backup, application hosting, departmental servers and other services) as derived from past expenditure patterns. Standard information technology is budgeted in accordance with the rates set out in the most recent estimating guide issued by the Office of Information and Communications Technology.

84. The variance is attributable to the DPKO and DFS share of information technology infrastructure costs inadvertently provided for on the basis of a biennial rather than an annual estimate, reduced related requirements as a result of fewer users at Headquarters, and reduced standard information technology costs as a result of the proposed redeployment of posts and the continuation of fewer general temporary assistance positions in DPKO and DFS compared with 2011/12.

	Cost estimates	Variance	
Other supplies, services and equipment	$341.4	$109.7	47.3%

85. The amount of $341,400 is proposed for subscriptions to various magazines, books, journals and periodicals and for online external advertising ($261,400); the uploading of web content for the peacekeeping website and translation into the six United Nations languages pursuant to General Assembly resolution 65/311 ($60,000); and the installation of booths for photo exhibits, the printing of brochures and other production to promote to external audiences the work of peacekeeping and field support ($20,000).

86. The variance is attributable to the first-time provision for translation for the peacekeeping website and to an increase in online subscriptions.

3. Office of Operations

(a) Results-based-budgeting framework

87. The mandate of the Office of Operations was established by the General Assembly in its resolution 47/71. The functions of the Office are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

88. The priorities of the Office of Operations are: to undertake strategic planning, develop integrated strategies and provide strategic direction on cross-cutting, mission-specific and political issues; to deliver day-to-day integrated operational support to new and ongoing peacekeeping operations, including guidance on policy and operational issues; to devise, promote agreement on and implement integrated solutions to the political and operational challenges of peacekeeping operations, and support them vis-à-vis the parties to the conflict and other interested stakeholders; to engage with members of the Security Council, Member States and other relevant partners on issues of concern; to lead the integrated mission planning process for new operations and coordinate transitions in existing operations, including consolidation and exit strategies; and to ensure the unity of command and integration of effort of DPKO and DFS in terms of the political direction, planning and operational management of peacekeeping missions, through the provision of an overall political, strategic and operational framework and the integrated operational teams.

89. The Office comprises four regional divisions: the Africa I Division, the Africa II Division; the Asia and Middle East Division and the Europe and Latin America Division. The regional divisions include a total of nine integrated operational teams.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and UNSOA (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent) 1.2 100 per cent of reports of the Secretary-General to the Security Council reflect briefings with troop-contributing countries and Member States (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- 40 multidimensional substantive reports of the Secretary-General to the Security Council
- 40 letters from the Secretary-General to the President of the Security Council
- 130 advisory notes for briefings to and engagement with Member States and peacekeeping partners
- 45 consultations with troop- and police-contributing countries providing updates on political and operational developments in all 13 peacekeeping operations and related to UNSOA
- 55 oral briefings and 51 weekly briefing notes to the Security Council on peacekeeping issues, including updates on political and operational developments in 13 peacekeeping operations and related to UNSOA
- Briefings/consultations in response to all requests made by the General Assembly, permanent missions, agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations concerning peacekeeping issues, including updates on political and operational developments in 13 peacekeeping operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- Integrated concepts of operations, in line with Security Council mandates, for new peacekeeping operations and those requiring significant adjustments

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Increase in the number of frameworks issued for peacekeeping operations by 3 documents (2010/11: 7; 2011/12: 6; 2012/13: 3) 3.2 Implementation of 16 bilateral or multilateral field programmes in collaboration with peacekeeping partners and other entities (2010/11: 20; 2011/12: 16; 2012/13: 16)

Outputs

- Integrated guidance to 13 peacekeeping operations on strategic, policy and political operational matters

- Progress reviews against priority results identified in integrated strategic frameworks, including challenges and recommendations, completed by 11 integrated mission task forces, in collaboration with field presences
- 10 integrated assessment reports on peacekeeping operations to review and make recommendations on mission concepts as well as approaches, challenges or opportunities in the area of mandate implementation
- 13 integrated technical assessments to provide overall guidance to and assist peacekeeping operations and UNSOA with regard to planning and mandate implementation issues
- 1 revised guideline following the current review of the integrated mission planning process guidelines
- 1 workshop on integrated mission planning for at least 20 field and Headquarters personnel, conducted jointly with other departments and agencies, funds and programmes
- 1 workshop for heads of political affairs in 13 peacekeeping operations, on political and operational challenges in peacekeeping
- 4 advisory notes on the development of the African Standby Force doctrine in such areas as force generation, training and command and control

External factors

Parties to the conflict cooperate and are willing to resolve their disputes peacefully; peacekeeping partners provide the necessary support; and the security environment permits the establishment or continuation of peacekeeping operations and UNSOA

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	1	—	—	—	**1**	—
D-1	3	—	—	—	**3**	—
P-5	10	—	—	—	**10**	—
P-4	20	—	—	—	**20**	—
P-3	12	—	—	—	**12**	—
P-2/P-1	5	—	—	—	**5**	—
Subtotal	**51**	**—**	**—**	**—**	**51**	**—**
General Service and other						
Principal level	—	—	—	—	—	—
Other level	18	—	—	—	**18**	—
Subtotal	**18**	**—**	**—**	**—**	**18**	**—**
Total	**69**	**—**	**—**	**—**	**69**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	10 360.0	10 822.2	10 845.6	23.4	0.2
II. Non-post resources					
General temporary assistance	883.3	824.2	697.8	(126.4)	(15.3)
Official travel	963.6	981.4	903.6	(77.8)	(7.9)
Subtotal II	**1 846.9**	**1 805.6**	**1 601.4**	**(204.2)**	**(11.3)**
Total	**12 206.9**	**12 627.8**	**12 447.0**	**(180.8)**	**(1.4)**

(d) Justification of posts

Africa I Division
African Union Peacekeeping Support Team

Redeployment of 2 posts (1 P-5 Senior Political Affairs Officer and 1 P-4 Political Affairs Officer) to the Office of the Assistant Secretary-General

90. The current staffing establishment of the Africa I Division comprises 17 continuing posts (1 D-1, 3 P-5, 6 P-4, 2 P-3, 1 P-2 and 4 GS (OL)) and one general temporary assistance position funded from the support account, including two continuing posts (1 P-5 and 1 P-4) and one general temporary assistance position that make up the African Union Peacekeeping Support Team at Headquarters. In 2010/11, the deployment to UNOAU of the African Union Peacekeeping Support Team presence in Addis Ababa and its eight continuing posts (1 P-5, 3 P-4, 2 P-3 and 2 national staff), also funded from the support account, was approved as part of the effort to consolidate and streamline the various activities relating to the support provided to the African Union in Addis Ababa under unified leadership that embraces the responsibilities of various departments at Headquarters with regard to the African Union. The Headquarters presence of the African Union Peacekeeping Support Team continued to carry out its mandate as part of the Africa I Division.

91. The responsibilities and objectives of the African Union Peacekeeping Support Team were more extensive in scope than those of other missions and have been assumed by UNOAU. They include delivering technical expertise to the African Union Peace and Security Department, providing guidance and assistance on cross-cutting issues such as doctrine and training, and coordinating within the United Nations and with partners and other entities the provision of support for capacity-building in African peacekeeping. There is a need to continue coordination with other departments within the Secretariat on United Nations support for capacity-building in African peacekeeping and to maintain liaison/coordinate with UNOAU. The Team would continue to provide policy guidance to the Assistant Secretary-General on conceptual strategy development for the work of UNOAU as it relates to peacekeeping operations and the management of the implementation of overall strategies and intra- and interdivisional/departmental policies and procedures related

to the mainstreaming of United Nations support for African Union peacekeeping throughout DPKO and DFS.

92. Accordingly, it is proposed that the Headquarters presence of the African Union Peacekeeping Support Team and its Officers (1 P-5 and 1 P-4) be redeployed to the Office of the Assistant Secretary-General.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$10 845.6	$23.4	0.2%

93. The provision of $10,845,600 would cover the salaries, common staff costs and staff assessments for the 69 continuing posts, in respect of which delayed recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) were applied. The variance is attributable to higher standard salary costs in the General Service category and to the impact of the vacancy rate of 7.9 per cent applied to the computation of requirements for the continuing General Service category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category) offset in part by the budgeted vacancy rate of 15.9 per cent for 2012/13 applied to the computation of requirements for the continuing Professional category posts, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category).

	Cost estimates	*Variance*	
General temporary assistance	$697.8	($126.4)	(15.3%)

94. The proposed requirements in the amount of $697,800 would cover the continuation of five general temporary assistance positions, as described below.

Africa I Division

African Union Peacekeeping Support Team

Team Assistant (1 GS (OL) position, continuation)

95. The current staffing establishment of the Africa I Division comprises 17 continuing posts (1 D-1, 3 P-5, 6 P-4, 2 P-3, 1 P-2 and 4 GS (OL)) and one general temporary assistance position funded from the support account. Taking into consideration the above-mentioned proposal that the African Union Peacekeeping Support Team at Headquarters be redeployed from the Africa I Division to the Office of the Assistant Secretary-General, it is proposed that one general temporary assistance position of Team Assistant (GS (OL)) be continued on the Team, placed in the Office of the Assistant Secretary-General, in order to provide for critical administrative and technical liaison between the Team, DPKO and UNOAU in such areas as facilitating videoconferences, meeting arrangements and arrangements for official travel. The incumbent would provide administrative support for staff working on the follow-up to the report of the African Union-United Nations panel on modalities for support to African Union peacekeeping operations (A/63/666-S/2008/813), of 31 December 2008, and to subsequent reports prepared twice

annually. Over the past year, this has included extensive travel arrangements enabling Headquarters staff to visit stakeholders, inter alia, in Brussels and Addis Ababa, as well as the organization of a lessons-learned workshop in Nairobi attended by some 40 participants. This resource would be the only dedicated administrative support provided for the Department's support for UNOAU.

Africa II Division

Somalia Coordination and Planning Team

Principal Officer (1 D-1 position, continuation)

Political Affairs Officer (1 P-4 position, continuation)

Political Affairs Officer (1 P-3 position, continuation)

Team Assistant (1 GS (OL) position, continuation)

96. The current staffing establishment of the Africa II Division comprises 16 continuing posts (1 D-2, 1 D-1, 2 P-5, 4 P-4, 4 P-3, 1 P-2 and 3 GS (OL)) and four general temporary assistance positions, funded from the support account, including four general temporary assistance positions that make up the Somalia Coordination and Planning Team at Headquarters.

97. It is proposed that four general temporary assistance positions, of Principal Officer (D-1), Political Affairs Officer (P-4), Political Affairs Officer (P-3) and Team Assistant (GS (OL)), be continued in order to provide support to experts in UNOAU deployed to provide technical and expert advice to the African Union Commission in the planning, deployment and management of AMISOM, as mandated by relevant Security Council resolutions, including, most recently, resolution 2010 (2011). This includes providing support for generating forces, conducting technical assessments and developing required strategic and technical documents, such as the AMISOM concept of operations. The next phases of AMISOM operations, which will most likely include operations beyond Mogadishu, will require complex planning processes to enable AMISOM to successfully hold and expand its area of control and create conditions conducive to managing the end of the transition in August 2012. Support for such planning processes and the implementation of developed plans is expected to be intensified during the 2012/13 period. The Team will continue to serve as the focal point on sea-based counterpiracy operations within the Secretariat's counterpiracy coordination mechanism, providing naval and maritime security technical expertise in support of the Secretariat's counterpiracy strategy and sharing information on issues related to maritime security.

98. The Team works closely with other DPKO offices, the Somalia desk of the Department of Political Affairs and the UNSOA Headquarters Support Team of DFS, regularly organizing coordination meetings on technical support provided to AMISOM and on the implementation of the incremental approach. As reiterated in resolution 2010 (2011), the Security Council has requested the Secretary-General to assist the Transitional Federal Government in developing its security sector institutions and a Somali-owned national security strategy. Consequently, the Team coordinates DPKO support to assist the Transitional Federal Government through UNPOS, including in the areas of police and military training, planning for future disarmament, demobilization and reintegration, security sector reform and rule-of-law and corrections activities. This is particularly important during the preparations

for the end of the current transition period in August 2012, including through the implementation of the road map and the complex post-transition phase.

99. Furthermore, in view of the intention of the Security Council to deploy a peacekeeping operation at the appropriate time, the regular review and updating of the contingency plans in close coordination with the African Union, together with the development of alternative options, will remain a priority. The support and coordination provided by the Team will therefore continue to play a critical role in supporting AMISOM, UNOAU and other stakeholders.

100. The variance is attributable to the impact of the vacancy rates of 25.4 per cent and 6.8 per cent applied to the computation of requirements for the continuing Professional and General Service category general temporary assistance positions, respectively, for 2012/13, based on average actual incumbency levels, compared with the rates approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category).

	Cost estimates	*Variance*	
Official travel	$903.6	($77.8)	(7.9%)

101. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	903 600	Integrated guidance provided to 13 peacekeeping operations on strategic, policy and political operational matters 10 integrated assessment reports on peacekeeping operations to review and make recommendations on mission concepts as well as approaches, challenges or opportunities in the area of mandate implementation 13 integrated technical assessments to provide overall guidance to and assist peacekeeping operations and UNSOA with regard to planning and mandate implementation issues
Total	**903 600**	

102. The amount of $903,600 is proposed for travel to undertake the following mission planning/assessment/consultation activities: the integrated operational teams will participate in reviews and assessments of progress made on the ground by peacekeeping operations with respect to mandate tasks, support the development and implementation of strategy and provide strategic guidance on policy matters ($578,500); political consultations will be undertaken with United Nations, non-United Nations and national stakeholders, the African Union, the European Union and Government authorities on peacekeeping operations in all regions ($265,100); and strategic and political discussions will be held on support provided to the African Union for peacekeeping operations and the Secretary-General's three-phased incremental approach to the deployment of a multidimensional United Nations peacekeeping operation in Somalia ($60,000).

103. The variance is attributable primarily to reduced travel as a result of the maximization of videoconferencing and other communications technology to ensure necessary contact with peacekeeping operations.

4. Office of Military Affairs

(a) Results-based-budgeting framework

104. The mandate of the Office of Military Affairs was established by the General Assembly in its resolution 61/279. The roles and responsibilities of the Office are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

105. With a view to enhancing the effectiveness of military activities in peacekeeping, the priorities of the Office are: to provide technical advice to the heads of military components and oversight, including the analysis of specific military plans and operations; to assess potential threats to military operations; to support, monitor and guide all military components of peacekeeping operations; to develop relevant military policy and guidance documents; and to maximize military capability and its timely deployment to peacekeeping operations. The Office will continue to improve dialogue with Member States and regional organizations in order to further strengthen its partnerships and enhance its contributions to peacekeeping.

106. The Office of Military Affairs comprises the Office of the Military Adviser, the Current Military Operations Service, the Force Generation Service and the Military Planning Service.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate 80 per cent of recommendations on military issues in the establishment or adjustment of peacekeeping operations (2010/11: 80 per cent; 2011/12: 80 per cent; 2012/13: 80 per cent)

Outputs

- 8 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, enhanced effectiveness of peacekeeping operations, the protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations
- 28 briefings, requested by the Security Council, on new or anticipated developments, crisis situations and changes to the mandates of peacekeeping operations
- 10 strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas
- 23 briefings to troop-contributing countries on operations and plans, force requirements, rules of engagement, force generation, anticipated developments, crisis situations, changes of mandate and threat assessments, related to military aspects of peacekeeping operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Military plans for new or significantly adjusted peacekeeping operations prepared within 7 days of the adoption of the relevant Security Council resolution (2010/11: 7 days; 2011/12: 7 days; 2012/13: 7 days) 2.2 Readily deployable nucleus of Headquarters military personnel in peacekeeping operations established within 15 days of a Security Council resolution or related decision (2010/11: not applicable; 2011/12: not applicable; 2012/13: 15 days)

Outputs

- 5 strategic military concepts of operations for new or significantly adjusted peacekeeping operations, and approved new or significantly adjusted rules of engagement for 5 peacekeeping operations
- 4 military advisory briefings to existing, emerging and new troop-contributing countries in their capitals on specific operational requirements for new peacekeeping operations or those undergoing significant adjustments
- New or revised military concepts of operations, rules of engagement and force requirements for new or adjusted peacekeeping operations and for a possible emerging operation

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Implementation by peacekeeping operations of 100 per cent of military-related recommendations from the Department, with the support of the Office (2010/11: not applicable; 2011/12: not applicable; 2012/13: 100 per cent)

Outputs

- 5 strategic or oversight assessment reports on the military components of 5 peacekeeping operations
- 10 predeployment and assessment reports on troop-contributing country capacities
- 13 updated threat assessment reports for military operations in peacekeeping settings
- Conference for heads of military components from all peacekeeping operations
- 3 policies and/or guidance materials, on the use of force, operational readiness evaluation, and capability and training standards for infantry battalions in peacekeeping operations

External factors

Member States will contribute the required military personnel and materiel to peacekeeping operations in a timely manner to effect deployment; and parties to conflicts in areas of peacekeeping operations will cooperate with the United Nations

(b) Human resources requirements

Category	Approved support account posts 2011/12	Redeployment, reassignment, reclassification, abolishment	General temporary assistance conversions	Additional new posts requested	Total proposed 2012/13	Change
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	1	—	—	—	**1**	—
D-1	1	—	—	—	**1**	—
P-5	11	—	—	—	**11**	—
P-4	87	—	—	—	**87**	—
P-3	16	—	—	—	**16**	—
P-2/P-1	—	—	—	—	—	—
Subtotal	**116**	—	—	—	**116**	—
General Service and other						
Principal level	—	—	—	—	—	—
Other level	17	—	—	—	**17**	—
Subtotal	**17**	—	—	—	**17**	—
Total	**133**	—	—	—	**133**	—

(c) Financial resource requirements

(United States dollars)

Category	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	25 475.7	22 879.9	22 704.5	(175.4)	(0.8)
II. Non-post resources					
General temporary assistance	89.8	182.4	185.8	3.4	1.9
Official travel	753.3	760.2	711.5	(48.7)	(6.4)
Subtotal II	**843.1**	**942.6**	**897.3**	**(45.3)**	**(4.8)**
Total	**26 318.8**	**23 822.5**	**23 601.8**	**(220.7)**	**(0.9)**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$22 704.5	($175.4)	(0.8%)

107. The provision of $22,704,500 would cover the salaries, common staff costs and staff assessments for the 133 continuing posts, in respect of which delayed

recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) were applied. The variance is attributable to lower standard salary costs in the Professional category and to the impact of the vacancy rate of 15.9 per cent applied to the computation of requirements for the continuing Professional category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category), offset in part by the budgeted vacancy rate of 7.9 per cent for 2012/13 applied to the computation of requirements for the continuing General Service category posts, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category).

	Cost estimates	*Variance*	
General temporary assistance	$185.8	$3.4	1.9%

108. The proposed requirements in the amount of $185,800 would cover the continuation of two general temporary assistance positions, as described below.

Military Planning Service

Team Assistant (1 GS (OL) position, continuation)

Current Military Operations Service

Team Assistant (1 GS (OL) position, continuation)

109. The current staffing establishments of the Military Planning Service and the Current Military Operations Service comprise 33 continuing posts (30 Professional and 3 General Service (Other level)) and 21 continuing posts (18 Professional and 3 General Service (Other level)), respectively, and two general temporary assistance positions, funded from the support account.

110. The rotation of seconded military officers, who normally serve an average of two years, results in the continued need for highly competent administrative assistance to provide support within the budgetary and human resources of each Service. The workload involves the orientation of new officers regarding the standard United Nations procedures for correspondence, the drafting of reports, official travel and mandatory United Nations training. While the overall staffing plan and vacancy announcement campaigns are prepared by existing Administrative Officers, assistance is required in order to initiate, process, monitor, review and follow up on actions related to the administration of human resources activities. This includes recruitment (especially in the selection process), performance reviews and separation of staff, with the preparation of standard evaluation and interview reports, and the provision of competency-based interview training to ensure that a sufficient number of officers are ready to participate in interview panels. Service chiefs are also in need of highly trained administrative assistants for the provision of guidance on budget submissions, the compilation of performance reports, follow-up to the implementation of OIOS recommendations, the management of staffing tables and the tracking of travel funds.

111. Given the number of Professional staff who require administrative assistance and the high level of administrative support required as a result of the rotational nature of the service provided by the 110 seconded military officers, it is proposed that two general temporary assistance positions of Team Assistant (GS (OL)) be

continued. The additional capacity would provide necessary support and would enable the Professional staff currently carrying out administrative duties owing to a lack of support staff to focus on substantive issues.

	Cost estimates	*Variance*	
Official travel	$711.5	($48.7)	(6.4%)

112. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	523 800	8 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, enhanced effectiveness of peacekeeping operations, the protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations 10 strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas 5 strategic military concepts of operations for new or significantly adjusted peacekeeping operations, and approved new or significantly adjusted rules of engagement for 5 peacekeeping operations New or revised military concepts of operations, rules of engagement and force requirements for new or adjusted peacekeeping operations and for a possible emerging operation 10 predeployment and assessment reports on capacities of troop-contributing countries 13 updated threat assessment reports for military operations in peacekeeping settings
Technical support	121 800	8 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, the enhanced effectiveness of peacekeeping operations, the protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations 4 military advisory briefings to existing, emerging and new troop-contributing countries in their capitals on specific operational requirements for new peacekeeping operations or those undergoing significant adjustments 3 policies and/or guidance materials, on the use of force, operational readiness evaluation, and capability and training standards for infantry battalions in peacekeeping operations 5 strategic or oversight assessment reports on the military components of 5 peacekeeping operations

Type of travel	*Amount*	*Output reference*
Seminars/conferences/workshops	65 900	8 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, the enhanced effectiveness of peacekeeping operations, the protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations 3 policies and/or guidance materials, on the use of force, operational readiness evaluation, and capability and training standards for infantry battalions in peacekeeping operations
Total	**711 500**	

113. The amount of $523,800 is proposed for travel to carry out the following mission planning/assessment/consultation activities: reviewing lessons learned in peacekeeping with a view to enhancing cooperation and coordination with the European Union and NATO and with the African Union and subregional organizations ($16,800); assessing threats posed to all military operations in peacekeeping contexts ($38,000); conducting a military capability study and a review of all documents related to military planning ($239,700); carrying out technical assessment missions leading to revised military concepts of operations, force requirements and rules of engagement ($77,100); examining and assessing a military contingent's compliance with established force requirements and minimum standards ($50,000); and predeployment visits to troop-contributing countries ($102,200).

114. The amount of $121,800 is proposed for travel to undertake the following technical support activities: providing overall and mission-specific operational advice and assistance to troop-contributing countries for deployment and employment in peacekeeping operations ($86,700); and providing military strategic guidance and/or oversight to assist heads of military components in anticipating, preparing for and carrying out operational planning response to upcoming changes in missions ($35,100).

115. The amount of $65,900 is proposed for travel to participate in the following seminars/conferences/workshops: workshops with the European Union, the African Union and NATO to enhance peacekeeping awareness among Member States; a regional workshop in India to review the capabilities of the military components of peacekeeping operations with a view to designing frameworks to determine how they can be improved; and a regional workshop in Africa on capability development to discuss and advise on how to improve the capabilities of existing and potential troop-contributing countries.

116. The variance is attributable primarily to reduced travel as a result of the maximization of videoconferencing and other communications technology to ensure necessary contact with peacekeeping operations.

5. Office of Rule of Law and Security Institutions

(a) Results-based-budgeting framework

117. The mandate of the Office of Rule of Law and Security Institutions was established by the General Assembly in its resolution 61/279. The functions of the

Office are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

118. The Office of Rule of Law and Security Institutions undertakes a broad spectrum of activities mandated by the Security Council to support peacekeeping operations and ensure a coordinated approach to the strengthening of the rule of law and security institutions. The Office is the designated global lead entity for addressing police and corrections issues, and the lead for strengthening the judicial system in peacekeeping settings. It also leads other system-wide initiatives through inter-agency processes in the areas of the rule of law and justice; disarmament, demobilization and reintegration; mine action; and security sector reform. Priority areas of engagement relating to peacekeeping include: coordinated joint field programming; integrated strategic planning, assessment and direction with regard to the rule of law and security institutions, in collaboration with United Nations partners and other entities; the planning and implementation of transitions of peacekeeping operations; regional and cross-cutting initiatives; the development of policy, technical guidance and training materials and the delivery of training programmes in specialized areas; the targeted recruitment of experts and the development and deployment of capacities; the strengthening of mechanisms for coordination and support between Headquarters and the field; and communication and outreach activities in peacekeeping settings.

119. The Office of Rule of Law and Security Institutions comprises the Office of the Assistant Secretary-General; the Police Division; the Mine Action Service; the Criminal Law and Judicial Advisory Service; the Disarmament, Demobilization and Reintegration Section; and the Security Sector Reform Unit.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions reflect the activities to be carried out by police and judicial and corrections officers (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)
	1.2 Security Council resolutions incorporate specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration, mine action and explosive remnants of war in the establishment or adjustment of peacekeeping operations (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- 44 briefings to legislative bodies, Member States, intergovernmental bodies, groups of friends, and troop- and police-contributing countries on peacekeeping operations and mission-specific developments in the areas of police (18), justice and corrections (6), disarmament, demobilization and reintegration (10) and security sector reform (10)
- Inputs to 45 reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, justice and corrections, disarmament, demobilization and reintegration, mine action and security sector reform

- 10 presentations to Member States, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of a partnership approach in the area of the rule of law and security institutions
- 4 briefings to Member States that contribute seconded judicial experts and corrections officers, on the efforts being made to support and strengthen these systems in peacekeeping settings
- 16 briefings to Member States, legislative bodies and other intergovernmental organizations on disarmament, demobilization and reintegration in peacekeeping operations
- Presentations to 4 Member States to increase strategic awareness about all police issues in peacekeeping settings and to encourage contributions by police officers to peacekeeping operations
- 15 briefings to police-contributing countries, groups of friends and/or regional organizations on policy and training issues, special initiatives and/or cross-cutting police and other law enforcement matters in peacekeeping operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Initial deployment of police to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution (2010/11: 60 days; 2011/12: 60 days; 2012/13: 30 days)
	2.2 Initial deployment of standing justice and corrections capacity to new, adjusted or transitioning peacekeeping operations within 45 days of the adoption of the relevant Security Council resolution (2010/11: not applicable; 2011/12: 45 days; 2012/13: 45 days)
	2.3 Initial deployment of personnel specializing in mine action and security sector reform to adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution (2010/11: 30 days; 2011/12: 30 days; 2012/13: 30 days)

Outputs

- 8 briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions/organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialist and rapidly deployable capacities needed in the area of the rule of law and security institutions
- 9 end-of-assignment reports on lessons learned and best practices as well as the identification of ongoing support (1 police, 3 justice, 3 corrections and 2 security sector reform components) of new or existing peacekeeping operations
- 28 briefings to Member States on police issues in peacekeeping operations and requirements for the rapid deployment of highly qualified police personnel
- 2 assessments of mine action components of new or reconfigured peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components reflected in 3 integrated mission plans (2010/11: 3; 2011/12: 5; 2012/13: 3)
	3.2 Vacancy rate for police in field operations is reduced from 20 per cent to 18 per cent (2010/11: 25 per cent; 2011/12: 20 per cent; 2012/13: 18 per cent)
	3.3 Contingency mine action plans developed or updated by 2 peacekeeping operations (2010/11: not applicable; 2011/12: 2; 2012/13: 2)

Outputs

- 6 conferences to provide guidance, exchange information, share best practices, review strategic objectives, enhance coordination and ensure clarity on the roles and responsibilities of heads of field components in the area of the rule of law and security institutions
- 3 strategic notes on mandate implementation in the area of the rule of law and security institutions, including the prioritization of transitioning peacekeeping operations where relevant
- 46 technical or strategic support, review or assessment reports (12 police; 14 justice and corrections; 5 security sector reform; 7 disarmament, demobilization and reintegration; 8 mine action) on the implementation of rule-of-law mandates in peacekeeping operations
- 3 guidance materials and training tools for justice and corrections personnel
- 1 pilot training module on security sector reform based on 1 integrated technical guidance note formulated in consultation with the inter-agency Security Sector Reform Task Force
- 1 standard operating procedure, 1 lessons-learned study and/or 1 guidance note on key operational aspects of disarmament, demobilization and reintegration
- 6 co-chaired inter-agency videoconferences with the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to develop guidance and share best practices
- New or updated police operational plans, standard operating procedures and concepts of operations for 3 police components of peacekeeping operations, as appropriate
- Individual police officers and/or members and equipment of formed police units of 47 Member States certified for deployment to peacekeeping operations through assessment/selection and testing, and inspection sessions

External factors

Member States, United Nations partners and other relevant entities will provide the support, coordination and collaboration required to implement mission mandates; and conditions on the ground in peacekeeping operations will allow assessment, assistance or support missions to be conducted

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	—	—	—	—	**—**	—
D-1	2	—	—	—	**2**	—
P-5	10	—	—	—	**10**	—
P-4	45	1	—	—	**46**	1
P-3	26	(1)	—	—	**25**	(1)
P-2/P-1	—	—	—	—	**—**	—
Subtotal	**83**	**—**	**—**	**—**	**83**	**—**
General Service and other						
Principal level	—	—	—	—	**—**	—
Other level	17	—	—	—	**17**	—
Subtotal	**17**	**—**	**—**	**—**	**17**	**—**
Total	**100**	**—**	**—**	**—**	**100**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2010/11)*	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	16 408.3	16 373.8	16 332.6	(41.2)	(0.3)
II. Non-post resources					
General temporary assistance	94.6	532.6	456.1	(76.5)	(14.4)
Consultants	164.6	65.2	24.5	(40.7)	(62.4)
Official travel	1 072.4	1 034.3	965.2	(69.1)	(6.7)
Other supplies, services and equipment	31.2	32.2	31.1	(1.1)	(3.4)
Subtotal II	**1 362.8**	**1 664.3**	**1 476.9**	**(187.4)**	**(11.3)**
Total	**17 771.1**	**18 038.1**	**17 809.5**	**(228.6)**	**(1.3)**

(d) Justification of posts

Office of the Police Adviser

Reassignment and reclassification of 1 post (P-3 Administrative Management Officer to 1 P-4 Police Communications Adviser)

120. The current staffing establishment of the Office of the Police Adviser comprises eight continuing posts (1 D-1, 4 P-4, 1 P-3 and 2 GS (OL)) funded from the support account. With the continued growth in the number, scale and scope of rule-of-law initiatives, police operations and mandated tasks, it has become increasingly apparent that strategic-level support at Headquarters is needed to complement the public information outreach efforts of the Department of Public Information and the ePublic Affairs Section of DPKO in the Office of the Under-Secretary-General to encourage understanding at both the mission and international levels of the contribution made by police to the rule of law; to promote better understanding of the evolving role of police, which would contribute to improved communication with Member States, in particular police-contributing countries; and to assist in addressing the vacancies in peacekeeping operations and reaching the target of 20 per cent female representation in the United Nations police, and thereby advance the implementation of the Division's strategic initiatives.

121. In order to meet evolving workload needs, the Office has identified a post within existing resources. The duties and responsibilities of that function have been redistributed to existing staff. Accordingly, it is proposed that one Administrative Management Officer be reassigned to a Police Communications Adviser function and that the post be reclassified from the P-3 to the P-4 level, within the Office of the Police Adviser. The incumbent will collaborate with the Department of Public Information and the Public Affairs Section of DPKO to promote the activities of police and the rule of law. The public information strategy will reinforce the objectives embodied in the strategy of the Office and the strategic objectives of the Police Division. Specifically, the duties of the centrally located Adviser will include overseeing the guidance, development and safeguarding of the "United Nations police" identity and promoting strategic United Nations police and other rule-of-law initiatives. In doing so, the incumbent will explain rule-of-law efforts through websites and publications, guide United Nations police and other rule-of-law components of field missions, promote greater access to the Office and the Police Division for the general public and Member States, and ensure that issues relevant to the work of the Office and the Division are highlighted for Member States.

122. The incumbent would also take over the responsibilities carried out by the communications function currently in the Standing Police Capacity located in Brindisi, owing to the fact that those functions are better placed at Headquarters. Consequently, the abolishment of 1 post of Police Communications Adviser (P-4) in the Standing Police Capacity is proposed and reflected in the budget for UNLB. The remaining posts making up the Team (1 D-1, 3 P-5, 16 P-4, 16 P-3, 2 GS (OL) and 2 FS) would continue to operate from UNLB to deliver the mandatory Standing Police Capacity requirements.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$16 332.6	($41.2)	(0.3%)

123. The provision of $16,332,600 would cover the salaries, common staff costs and staff assessments for the 100 continuing posts, in respect of which delayed recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) were applied. The variance is attributable to lower standard salary costs in the Professional category and to the impact of the vacancy rate of 15.9 per cent applied to the computation of requirements for the continuing Professional category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category), offset in part by the budgeted vacancy rate of 7.9 per cent for 2012/13 applied to the computation of requirements for the continuing General Service category posts, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category), as well as to the higher standard salary costs with respect to the reclassification of a continuing post from the P-3 to the P-4 level.

	Cost estimates	*Variance*	
General temporary assistance	$456.1	($76.5)	(14.4%)

124. The proposed requirements in the amount of $456,100 would cover the continuation of three general temporary assistance positions, as described below.

Criminal Law and Judicial Advisory Service

Judicial Officer (1 P-4 position, continuation)

Judicial Officer (Islamic Law) (1 P-4 position, continuation)

Corrections Officer (Force Generation) (1 P-3 position, continuation)

125. The current staffing establishment of the Criminal Law and Judicial Advisory Service comprises 13 continuing posts (1 D-1, 2 P-5, 6 P-4, 2 P-3 and 2 GS (OL)) and three general temporary assistance positions, funded from the support account. The workload of the Service is distributed among three teams: the policy cell, the justice team and the corrections team.

126. Four Judicial Officers currently serve as desk officers for one to three missions each, working in coordination with the integrated operational teams of DPKO. The tasks of the desk officers (focal points) are substantial, ranging from participating in technical assessment missions, providing periodic written guidance to mission components, developing operational plans for new peacekeeping operations and assisting operations in developing annual workplans and budgets, to helping to mobilize extrabudgetary resources for programme implementation.

127. It is proposed that the general temporary assistance position of Judicial Officer (P-4) be continued, given substantial demand from MINUSTAH and the international community more broadly for support for the Haitian authorities in rebuilding the justice sector. As part of this effort, the Judicial Officer has played a

key role in formulating strategy papers for rule-of-law reform in Haiti and by mobilizing a considerable amount of resources for the implementation of such strategies. The agreement by the Government of Haiti to deploy seconded justice experts within the Ministry of Justice and Public Security creates an additional need for support from Headquarters in identifying and selecting qualified candidates to fill these positions. As strengthening the rule of law has been identified as a priority in this area, the Judicial Officer would be dedicated fully to the mission and would provide expert guidance and advice, including through the annual review/evaluation of the performance of its justice component, leading to earlier law and order and a timelier exit from peacekeeping activities. The increased frequency and quality of technical justice guidance would reduce the amount of resources required at the mission level. By improving the frequency, quality and consistency of the reviews/evaluations of the mission's justice component, the Judicial Officer would ensure that MINUSTAH receives regular professional feedback and guidance on the implementation of its programmes, so that field activities are tailored to mandate implementation.

128. The Criminal Law and Judicial Advisory Service is responsible for providing support to peacekeeping operations in which Islamic law is applied. In addition, the Service is providing support on justice issues related to Somalia, UNMIL and UNISFA. In these contexts, the applicability of Islamic law (which can take a variety of forms) is one of the most fundamental issues affecting prospects for sustainable peace. The Service provides expert guidance and advice to peacekeeping missions operating in Islamic law contexts, which improves the overall ability to support the justice components of peacekeeping operations. Given the fact that the current general temporary assistance position is the only capacity with Islamic law expertise within the Department at Headquarters, it is proposed that the general temporary assistance position of Judicial Officer (Islamic Law) (P-4) be continued. In addition to carrying out mission-specific tasks, the Officer ensures that the Islamic law perspective is included in the Service's guidance and training materials. While the Service has substantial expertise in civil law and common law, it would have no expertise in Islamic law without the proposed resource.

129. The corrections team supports corrections programmes in eight peacekeeping operations and conducts operational and contingency planning for corrections support in Somalia. In addition to performing other support functions, the corrections team interacts with Member States that provide seconded corrections officers to peacekeeping operations; solicits offers of secondment; screens, interviews and selects the officers proposed; and otherwise manages the selection and rotation of this category of seconded staff.

130. Approximately 300 individual seconded corrections officers per year are deployed or extended. The recruitment process involves developing job profiles in specialized areas of expertise; organizing periodic official briefings to Member States; sending formal notices to Member States interested in contributing seconded corrections and judicial staff; receiving and screening applications; arranging and conducting telephone interviews; and maintaining an electronic database of the status of applications and of corrections officers seconded to peacekeeping operations. During the 2009/10 and 2010/11 periods, 200 and 295 interviews were conducted, respectively. Such interviews involve at least two Professional staff members serving on the interview panels. Over the past years, the additional force-generation-related work of facilitating and coordinating the expert panel process for

justice and corrections involved the testing and/or interviewing of more than 800 candidates. Furthermore, the recruitment and deployment of 40 seconded judicial experts to four peacekeeping operations is supported. The deployment process is similarly labour-intensive.

131. As the recruitment, deployment and extension processes have demonstrated that the continuation of this position is essential to managing this process efficiently and effectively in order to ensure that the steadily increasing number of seconded corrections and judicial positions in peacekeeping operations are promptly filled, it is proposed that one general temporary assistance position of Corrections Officer (Force Generation) (P-3) be continued.

132. The variance is attributable to the impact of the vacancy rates of 25.4 per cent and 6.8 per cent applied to the computation of requirements for the continuing Professional and General Service category general temporary assistance positions, respectively, for 2012/13, based on average actual incumbency levels, compared with the rates approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category).

	Cost estimates	*Variance*	
Consultants	$24.5	($40.7)	(62.4%)

133. The consultancy requirements are as follows.

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Evaluation of mine action programmes with expanded mandate on weapons and ammunition management	1	24 500	2 assessments of mine action components of new or reconfigured peacekeeping operations
Total		**24 500**	

134. The amount of $24,500 is proposed for the engagement of a consultant with technical expertise for one person-month, including $12,000 for travel, to prepare a comprehensive and comparative evaluation of the mine action programmes in UNSOA and UNOCI, which includes an expanded mandate on weapons and ammunition management activities in their programmes, and to provide recommendations as to how weapons and ammunition management activities should be integrated into other mine action programmes. In its resolution 66/69, the General Assembly urged the provision of necessary information and technical, financial and material assistance to locate, remove, destroy and otherwise render ineffective minefields, mines, booby traps, other devices and explosive remnants of war, in accordance with international law, as soon as possible. This expertise is related to other devices and explosive remnants of war, which is a new area for the Office and is beyond the scope of "traditional" humanitarian mine clearance activities. Regarding UNSOA, the consultant would cover such counter-improvised explosive device and explosive ordnance disposal capability, as described in the letter dated 30 January 2009 from the Secretary-General to the President of the Security Council (S/2009/60).

135. The variance in consultancy resources reflects the change in requirements associated with non-recurring initiatives with respect to which external expertise is not available within the United Nations system, in particular impact assessments, for which a provision was included in the 2011/12 budget and which will be completed during the current financial period.

	Cost estimates	*Variance*	
Official travel	$965.2	($69.1)	(6.7%)

136. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	403 500	2 assessments of the mine action components of new or reconfigured peacekeeping operations 3 strategic notes on mandate implementation in the area of the rule of law and security institutions, including the prioritization of transitioning peacekeeping operations, where relevant 46 technical or strategic support, review or assessment reports (12 police, 14 justice and corrections, 5 security sector reform, 7 disarmament, demobilization and reintegration, and 8 mine action) on the implementation of rule-of-law mandates in peacekeeping operations New or updated police operational plans, standard operating procedures and concepts of operations for 3 police components of peacekeeping operations, as appropriate
Technical support	510 100	9 end-of-assignment reports on lessons learned and best practices as well as the identification of ongoing support (1 police, 3 justice, 3 corrections and 2 security sector reform components) of new or existing peacekeeping operations Individual police officers and/or members and equipment of formed police units of 47 Member States certified for deployment to peacekeeping operations through assessment/selection and testing, and inspection sessions
Seminars/conferences/workshops	51 600	15 briefings to police-contributing countries, groups of friends and/or regional organizations on policy and training issues, special initiatives and/or cross-cutting police and other law enforcement matters in peacekeeping operations 10 presentations to Member States, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of a partnership approach in the area of the rule of law and security institutions 6 conferences to provide guidance, exchange information, share best practices, review strategic objectives, enhance coordination and ensure clarity on the roles and responsibilities of heads of field components in the area of the rule of law and security institutions

Type of travel	*Amount*	*Output reference*
		8 briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions/organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialist and rapidly deployable capacities needed in the area of the rule of law and security institutions
Total	**965 200**	

137. The amount of $403,500 is proposed for travel to undertake the following mission planning/assessment/consultation activities: developing, reviewing and evaluating police concepts of operations, operational plans and standard operating procedures, providing strategic and technical advice and assistance to national police and law enforcement agencies to facilitate effective mandate implementation and the timely provision of required surge capabilities, and coordinating with Member States with a view to the development and implementation of strategic initiatives in the field to improve the efficiency of field components ($93,900); consulting with police-contributing countries and regional organizations on strategic policy issues and cross-cutting police and law enforcement matters in peacekeeping operations ($45,600); reviewing and evaluating justice and prison support programmes and assisting with the further planning of those programmes, including meeting with national authorities, civil society groups, the United Nations country team and non-United Nations organizations, with a view to a full assessment of judicial and prison system facilities and infrastructures, as well as political consultations for coordination among partners on the rule of law ($101,300); consultation, guidance and advice provided by the Office of the Assistant Secretary-General on the rule of law and security institutions components ($79,500); the evaluation of disarmament, demobilization and reintegration programmes ($64,600), and undertaking assessments of and providing assistance with the implementation of mine action programmes ($18,600).

138. The amount of $510,100 is proposed for travel to undertake the following technical support activities: supporting police-contributing countries by providing advice on national selection mechanisms for the readiness, deployment and training of police officers, including members of formed police units, and conducting selection assistance tests for individual police officers and assessments/inspections of formed police units for deployment to peacekeeping operations ($390,600); providing technical and managerial support for the mine action programmes in six field operations ($56,300); providing technical support in the planning and/or implementation of security sector reform programmes/projects with a view to identifying specific requirements for further Headquarters support ($48,100); and assisting with programme planning for disarmament, demobilization and reintegration in South Sudan and providing technical advice and policy guidance on community violence reduction in Haiti ($15,100).

139. The amount of $51,600 is proposed for travel to participate in the following seminars/conferences/workshops: the United Nations international corrections conference; the annual conference of the International Corrections and Prisons Association, to exchange best practices, learn about innovations in the field and identify unique expertise; the annual conference for heads of mine action

components, to review mandate implementation, support for other components, lessons learned and technical aspects; coordination meetings with World Bank officials, the African Union and UNSOA, to exchange lessons learned on disarmament, demobilization and reintegration; and the annual meeting of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, which seeks to coordinate and harmonize the efforts of all United Nations actors on disarmament, demobilization and reintegration.

140. The variance is attributable primarily to reduced travel as a result of the maximization of videoconferencing and other communications technology to ensure necessary contact with peacekeeping operations.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$31.1	($1.1)	(3.4%)

141. The amount of $31,100 is proposed to provide for the cost of French- and Arabic-language translation of the Office's magazine, for campaign, recruitment and exposition materials, and for supplies related to the production of magazines, leaflets and posters.

6. Policy, Evaluation and Training Division

(a) Results-based-budgeting framework

142. The mandate of the Policy, Evaluation and Training Division was established by the General Assembly in its resolution 61/279. The functions of the Division are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

143. The Policy, Evaluation and Training Division is an integrated resource for both DPKO and DFS, that provides an institutional strengthening capacity for peacekeeping through the formulation of cross-cutting peacekeeping policy and guidance, the capture and sharing of best practices, the setting of training standards for peacekeeping personnel, the evaluation of programme performance towards mandate implementation, and strategic cooperation within the United Nations and with external partners and other entities. The Division's key priorities are focused largely on the reform agenda of DPKO and DFS, particularly those issues outlined in the New Horizon initiative. The Division provides technical and operational support to Member States and peacekeeping operations in the area of training and serves as the secretariat of the Special Committee on Peacekeeping Operations. It also provides operational support to DPKO and DFS, Member States and all peacekeeping operations in several thematic areas, including civilian protection, sexual and gender-based violence, gender, HIV/AIDS, child protection and civil affairs. The Division comprises the Office of the Director, the Policy and Best Practices Service and the Integrated Training Service.

Expected accomplishments	Indicators of achievement
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 The report of the Special Committee on Peacekeeping Operations includes clear direction and tasking with regard to priority peacekeeping issues set out in the report of the Secretary-General on the implementation of the recommendations of the Committee

Outputs

- 3 presentations to Member States in their capitals to advise on cross-cutting and emerging policy issues in peacekeeping
- 2 informal briefings to the Special Committee on Peacekeeping Operations and 10 bilateral briefings to Member States, as requested, on peacekeeping partnerships and related issues
- 13 briefings, and a report to the Special Committee on Peacekeeping Operations, on priority policy and reform issues, including capability development and training, the protection of civilians, command and control, early peacebuilding in peacekeeping operations, peacekeeping partnerships, child protection, gender, HIV/AIDS and transitions
- 7 briefings to Member States and think tanks on the status and future of the implementation of the New Horizon initiative and cross-cutting thematic issues, including the protection of civilians, capability development and gender mainstreaming
- 3 briefings to the Security Council on the protection of civilians, child protection and gender
- 5 workshops/briefings for technical experts from Member States and partners to develop new or updated guidance, training and policy on capability development, Security Council resolution 1325 (2000), key roles of civil affairs officers, knowledge management and child protection

Expected accomplishments	Indicators of achievement
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 The European Union provides enabling or support capacities for the early deployment of 1 new or significantly adjusting peacekeeping operation (2010/11: not applicable; 2011/12: applicable; 2012/13: 1)

Outputs

- Proposal for a mechanism for the provision of clearly identified forms of support from the European Union in the planning and early deployment of peacekeeping operations

Expected accomplishments	Indicators of achievement
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent of training standards are available to all troop- and police-contributing countries and peacekeeping operations (2010/11: 80 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)
	3.2 100 per cent of new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace operations intranet policy and practice database (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- 5 presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development and implementation activities, and emerging strategic issues having an impact on peacekeeping
- 10 briefings to international financial institutions, international and regional organizations and non-governmental organizations, as requested, on peacekeeping partnerships and related issues
- Agreement with the World Bank on joint initiatives or pilot projects to be undertaken in 2 peacekeeping operations
- 1 guidance note regarding the collaboration of United Nations peacekeeping operations with UNDP on peacekeeping issues
- 6 evaluation reports, comprising 4 mission-focused and 2 thematic evaluations
- 6 policy discussion papers on emerging peacekeeping issues
- Capability requirements and standards or guidance for 2 peacekeeping functions
- 10 cross-mission lessons-learned reports on policy, planning, reform, operational and integration issues in line with the New Horizon initiative and other departmental priorities
- 3 additional communities of practice for peacekeeping operations, 2 reviews of the functions of civilian and military best practices officers, and 1 review of the knowledge-sharing policy of DPKO and DFS on peacekeeping operations
- 16 technical assessment/support reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to sexual violence and conflict, quick-impact projects, civil affairs, civilian protection and gender
- 5 workshops for best practices, child protection, civil affairs, HIV/AIDS and gender officers and focal points, for the purpose of knowledge-sharing and training
- Quarterly summary of key lessons learned and best practices for senior management in peacekeeping operations, and 35 e-newsletters for peacekeeping operations on new knowledge management products
- Conduct of 3 training-of-trainers courses for peacekeeping trainers from Member States, 8 training recognition certifications and 1 mobile training exercise in support of the predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations, and 5 senior-level leadership courses for personnel from Member States and peacekeeping operations
- 1 training-of-trainers course for integrated mission training centre personnel, and 24 civilian predeployment courses
- 1 new training standard for civilian peacekeeping personnel, in a substantive area of peacekeeping

External factors

Member States will provide the policy guidance and direction necessary for the implementation of the Division's activities

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	1	—	—	—	**1**	—
D-1	2	—	—	—	**2**	—
P-5	6	—	—	—	**6**	—
P-4	21	—	—	—	**21**	—
P-3	13	—	—	—	**13**	—
P-2/P-1	1	—	—	—	**1**	—
Subtotal	**44**	**—**	**—**	**—**	**44**	**—**
General Service and other						
Principal level	—	—	—	—	—	—
Other level	13	—	—	—	**13**	—
Subtotal	**13**	**—**	**—**	**—**	**13**	**—**
Total	**57**	**—**	**—**	**—**	**57**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2010/11)*	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	8 358.0	9 029.2	9 133.8	104.6	1.2
II. Non-post resources					
General temporary assistance	1 522.8	1 842.4	1 166.6	(675.8)	(36.7)
Consultants	538.2	576.0	474.2	(101.8)	(17.7)
Official travel	2 091.6	1 855.9	1 770.0	(85.9)	(4.6)
Other supplies, services and equipment	833.1	1 038.1	1 005.2	(32.9)	(3.2)
Subtotal II	**4 985.7**	**5 312.4**	**4 416.0**	**(896.4)**	**(16.9)**
Total	**13 343.7**	**14 341.6**	**13 549.8**	**(791.8)**	**(5.5)**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$9 133.8	$104.6	1.2%

144. The provision of $9,133,800 would cover the salaries, common staff costs and staff assessments for the 57 continuing posts, in respect of which delayed recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) were applied.

145. The variance is attributable to the continuation of an additional post approved for 2011/12, in respect of which the delayed recruitment factor of 65 per cent (Professional category) for new posts and the impact of the vacancy rate of 7.9 per cent were applied to the computation of requirements for the continuing General Service category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category), offset in part by the budgeted vacancy rate of 15.9 per cent for 2012/13 applied to the computation of requirements for the continuing Professional category posts, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category).

	Cost estimates	Variance	
General temporary assistance	$1 166.6	($675.8)	(36.7%)

146. The proposed requirements in the amount of $1,166,600 would cover the continuation of eight general temporary assistance positions, as described below.

Office of the Director

Partnerships Team

Senior Coordination Officer (1 P-5 position, continuation)

Coordination Officer (1 P-4 position, continuation)

Team Assistant (1 GS (OL) position, continuation)

147. The current staffing establishment of the Office of the Director comprises nine continuing posts (1 D-2, 2 P-5, 3 P-4 and 3 GS (OL)) and three general temporary assistance positions, funded from the support account, and includes the front office, the Evaluation Section and the Partnerships Team. The Partnerships Team includes three continuing posts (1 P-5, 1 P-4 and 1 GS (OL)) and three general temporary assistance positions, funded from the support account, of which two posts are located in Brussels.

148. Partnerships are essential for the implementation of peacekeeping mandates, as it is clear that DPKO and DFS alone cannot accomplish the enormous tasks that must be undertaken to secure and rebuild societies and countries ravaged by years of strife. Currently, with a very modest capacity, the Partnerships Team, on behalf of DPKO and DFS, builds and maintains partnerships both within and outside the United Nations to lay the foundation for improved operational relationships in the field. These arrangements, formal and informal, allow for structured dialogue, more predictable relationships, information exchanges, the sharing of knowledge and

good practices, improved cooperation and understanding of the structures, procedures, strengths and constraints of partners through lessons learned (e.g., the after-action review on the transition from the European Union military operation in the Republic of Chad and in the Central African Republic to MINURCAT), the development of guidance on joint planning and training (e.g., two events with the European Union and NATO training or "education days") and ongoing events (e.g., periodic videoconferences on the European Commission's Instrument for Stability and reviews of cooperation with partners).

149. Currently, the Team manages organizational coordination with a large number of entities, both within and outside the United Nations system. The internal collaborators include UNDP, UNHCR, UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women, and WFP; the external collaborators include such entities as the World Bank, the International Committee of the Red Cross and the International Organization for Migration. Partnerships with the European Union and the African Union and collaboration with other entities will continue to grow and deepen in the coming years, and new entities (such as the Association of Southeast Asian Nations, the Collective Security Treaty Organization and UNITAR) will be added to the list. Maintaining these cooperation arrangements requires more than the formalization of a framework document: it requires continuous engagement so that agreements and arrangements can be translated into procedures and practices for operational cooperation. Examples of these include the United Nations-European Union steering committee, United Nations-NATO staff talks, the United Nations-World Bank country dialogue mechanism and the United Nations-UNDP partnership programme.

150. Partnership work requires dedicated staffing at an appropriate level to ensure that new partnership arrangements can be concluded when necessary and that commitments under various partnership arrangements are maintained and strengthened and reflect changing operational realities, emerging issues and new policy initiatives. A dedicated partnerships capacity headed by a P-5 staff member would ensure that coherence and consistency between DPKO and DFS on partnerships is maintained and strengthened through a Partnerships Team with long-term, predictable leadership. Moreover, transaction costs are reduced for the two Departments by bringing together various activities and programmes carried out with partners and other entities, ultimately fostering more predictable and effective engagement. This dedicated capacity also serves as a principal point of contact for Member States and peacekeeping missions on a broad range of issues.

151. Accordingly, it is proposed that three general temporary assistance positions, of Senior Coordination Officer (P-5), Coordination Officer (P-4) and Team Assistant (GS (OL)), be continued.

Policy and Best Practices Service

Protection Coordination Team

Coordination Officer (1 P-4 position, continuing)

152. The current staffing establishment of the Policy and Best Practices Service comprises 19 continuing posts (1 D-1, 2 P-5, 8 P-4, 4 P-3, 1 P-2 and 3 GS (OL)) and three general temporary assistance positions, funded from the support account, and provides support in four specialized areas, gender, civil affairs, HIV/AIDS and the

protection of civilians, and through three service teams, on policy and planning, guidance development and knowledge management. The Protection Coordination Team, which was approved in 2011/12, comprises one continuing post (P-4) and one general temporary assistance position, funded from the support account.

153. The Service has developed a strategic framework to guide senior mission leadership in developing comprehensive strategies for the protection of civilians, designing training modules on the protection of civilians and outlining the resources and capabilities required for the implementation of mandates in this area. As a result of the close scrutiny that DPKO, DFS and Member States have recently given to the implementation of civilian protection mandates, a much greater demand for Headquarters support for the missions has emerged, along with a tremendous need to support development and coordination on the issue at Headquarters. In particular, relevant peacekeeping missions are now developing comprehensive strategies on the issue, together with the United Nations agencies, funds and programmes in the mission area. This is a complex undertaking, involving many of the missions' components, and focused support from Headquarters is required. Furthermore, there is a need to coordinate the work of civilian protection with the functions carried out within DPKO and with other departments in relation to child protection and sexual and gender-based violence. These are important elements of the Department's overall effort to protect civilians in the context of peacekeeping operations, and they need to be taken forward in a coherent manner.

154. In addition to coordination, there is a requirement for substantive work on the protection of civilians. As DPKO and DFS continue to gather important lessons learned in this area, there is a need to continue to conceptualize and develop instructions for both Headquarters and mission staff on civilian protection. Another area requiring focused attention is the improvement of planning for missions with civilian protection mandates. It is evident that both predeployment and routine mission planning processes do not take sufficient account of the protection of civilians, and that that omission has had tremendous implications for the successful implementation of civilian protection mandates.

155. Providing adequate security to civilians in post-conflict situations is critical to the legitimacy and credibility of the United Nations peacekeeping operations and, ultimately, to the Organization as a whole. In situations in which a peacekeeping operation fails to protect civilians, both the local community and international opinion can rapidly turn against the mission, significantly diminishing its chances for successful mandate implementation. The impact on the mission goes beyond its civilian protection function; the failure to establish a dedicated capacity to assist both Headquarters and the missions in the implementation of civilian protection mandates can also be measured in terms of human lives and security. Direct support for missions mandated to protect civilians will mean that they are better prepared to prevent concerns regarding civilian protection from growing to unmanageable proportions, and better prepared to intervene when threats to civilians manifest themselves.

156. In this context, it is proposed that a general temporary assistance position of Coordination Officer (P-4) be continued to ensure that the eight missions with civilian protection mandates will receive adequate Headquarters support based on lessons learned, including in developing their comprehensive civilian protection strategies, establishing early warning and information-gathering mechanisms, and

creating internal mechanisms for the coordination of civilian protection. This would minimize the ad hoc approaches that missions have been implementing and would ensure that efforts to protect civilians are addressed in a systematic manner based on lessons learned to date.

Guidance Team

Coordination Officers (2 P-3 positions, continuation)

157. The current staffing establishment of the Guidance Team comprises two continuing posts (1 P-4 and 1 P-3) and two general temporary assistance positions, funded from the support account. The Team develops and manages the operational guidance architecture for United Nations peacekeeping and is responsible for managing the central system that supports the development, approval and dissemination of all guidance and doctrinal materials to all field operations, approximately 120,000 personnel in the field and 1,000 at Headquarters in DPKO and DFS, and to collaborating organizations. Furthermore, the Team is responsible for directly producing between two and five major cross-cutting guidance documents per year (e.g., "United Nations peacekeeping operations: principles and guidelines", "Guidelines: mission start-up field guide", "Policy: guidance development" and "Standard operating procedure: guidance development") and also supports the development of specialist guidance by functional areas in DPKO and DFS (21 guidance documents were planned in 2009/10) and, at a minimum, three to four guidance materials by collaborating entities (e.g., the Policy on Authority, Command and Control in United Nations Peacekeeping Operations, the Policy on Support for Certification of Police and other Law Enforcement Officials, and the Guidelines on Drafting Correspondence for DPKO Political Affairs Officers). In addition, as a precursor to formal guidance development on emerging peacekeeping challenges, the Team drafts concept notes, such as that on the operational concept for the protection of civilians in peacekeeping operations, for Member States' consideration and clearance to proceed with guidance development.

158. There is a tremendous need to continue the development of guidance materials — policies, procedures, guidelines and manuals — on a wide range of essential tasks and responsibilities of field operations (relating to, inter alia, security sector reform, the rule of law, law enforcement, field operations support, planning, mission integration and coordination). New topics are constantly being added to the existing basic framework as peacekeeping operations are mandated with added responsibilities in ever more challenging environments. In the field, the demand for the delivery of guidance to personnel continues to grow. As an indicator of the high demand for operational guidance in the field, as of September 2011, 273,671 guidance and related documents had been downloaded by field personnel from the intranet of DPKO and DFS since its inception in 2006.

159. DPKO and DFS are currently in the process of undertaking a comprehensive analysis of gaps in the guidance required for peacekeeping operations and Headquarters personnel. It is anticipated that this gap analysis will identify a number of thematic and cross-cutting areas in which new guidance will be required. This in turn will have significant workload implications for the two Officers, who will both support policy officers in the development of guidance related to their functional areas and will be responsible for the development of any cross-cutting guidance needs identified by the gap analysis. In addition, the Division is assisting

the Office of Military Affairs and the Police Division in developing guidance on the protection of civilians for the military and police components of peacekeeping operations with a civilian protection mandate. This will necessarily involve lengthy processes of consultation and drafting with the eight peacekeeping operations currently mandated with the protection of civilians, as well as with a number of other stakeholders at the Headquarters and mission levels.

160. Over the past four years, in an effort to fill the guidance gaps, DPKO and DFS offices have established policy drafting capacities in at least 20 thematic and functional areas. It is the responsibility of the Guidance Team to ensure that the guidance materials developed by all offices meet the quality standards set out in the DPKO/DFS policy on guidance development and that the formal guidance development process is followed and institutionalized throughout both Departments. This also involves monthly meetings of the Departments' policy focal points, a forum that allows for regular exchanges and consultations among all offices regarding the overall guidance system and priority guidance projects.

161. In this regard, it is proposed that the two general temporary assistance positions of Coordination Officer (P-3) be continued in order to provide support to the Guidance Team in developing departmental policies, standard operating procedures and critical guidance for a wide range of activities carried out by peacekeepers in all field operations and for the conduct of training workshops. In addition, the two staff members provide training for some 60 policy officers and other staff on the formal guidance development and promulgation process.

Integrated Training Service

SMART Training Officer (1 P-4 position, continuation)

SMART Training Officer (1 P-3 position, continuation)

162. The current staffing establishment of the Integrated Training Service comprises 29 continuing posts (1 D-1, 2 P-5, 10 P-4, 9 P-3 and 7 GS (OL)) and four general temporary assistance positions, funded from the support account. The Service is responsible for programme management, leadership management and communications training, Member State training support, training policy and standards and field training support.

163. The Integrated Training Service supports Member States and peacekeeping missions in predeployment and induction/ongoing training, respectively; delivers predeployment training for all civilian peacekeepers taking up assignments in the field; and carries out the overall coordination of peacekeeping training requirements, standards, delivery and evaluation, including the management of the training budget of DPKO and DFS. In addition, the Service conducts integrated senior leadership training and provides DPKO and DFS with focal points to enable them to carry out their responsibilities for job-specific and technical training in accordance with the required standard.

164. The general temporary assistance positions of Training Officer are currently dedicated to leadership training. The team designs, delivers, upgrades, harmonizes and evaluates three ongoing cross-cutting leadership programmes: the senior mission leaders' programme, a two-week course, conducted twice annually in a host Member State, for 26 candidates from Member States, the Secretariat and United Nations agencies, programmes and funds; the senior leaders' programme, a

compulsory orientation course for all mission personnel in the Director and higher categories, conducted twice annually at Headquarters; and SMART, an intensive year-long programme involving distance learning and three week-long workshops for two groups of 40 candidates. This group of staff also assists the African Union in the design and delivery of its own senior mission leaders' programme, both at the central level (two courses per year) and in the five African regions (two regions covered annually).

165. Accordingly, it is proposed that two general temporary assistance positions of Training Officer (1 P-4 and 1 P-3) be continued in order to sustain senior leadership training, which must be centrally conducted so as to ensure the consistent and up-to-date orientation of Special Representatives of the Secretary-General, Deputy Special Representatives, Force Commanders, Police Commissioners and other senior field management in the light of inherently high turnover rates and the constantly evolving policy and other course content required.

166. The variance is attributable to the proposed continuation of eight general temporary assistance positions, compared with the 10 positions approved for 2011/12, and to the impact of the vacancy rates of 25.4 per cent and 6.8 per cent applied to the computation of requirements for the continuing Professional and General Service category general temporary assistance positions, respectively, for 2012/13, based on average actual incumbency levels, compared with the rates approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category).

	Cost estimates	*Variance*	
Consultants	$474.2	($101.8)	(17.7%)

167. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Thematic/mission evaluations	4	166 400	6 evaluation reports, comprising 4 mission-focused and 2 thematic evaluations
Training		307 800	Conduct of 3 training-of-trainers courses for peacekeeping trainers from Member States, 8 training recognition certifications and 1 mobile training exercise in support of the predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations, and 5 senior-level leadership courses for personnel from Member States and peacekeeping operations 1 training-of-trainers course for integrated mission training centre personnel, and 24 civilian predeployment courses
Total		**474 200**	

168. The amount of $166,400 is proposed for the engagement of consultants with technical expertise for four person-months, including $29,000 for travel, to undertake four thematic and two mission evaluations supported by existing staff members who will provide functional expertise in their respective areas. Thematic evaluations are conducted in response to priority issues, identified by DPKO and DFS and/or raised by Member States through committees, that require attention or new initiatives that can benefit from the evaluation of their cross-cutting aspects. While the evaluations are internal, the findings and conclusions are shared with Member States and relevant Secretariat departments, and incorporated into published reports and policy/guidance development.

169. Although a list of evaluations could not be provided at this stage, as the senior management team of DPKO and DFS develop the evaluation workplan on the basis of current and emerging issues on the ground, the following evaluations currently in progress for 2011/12 provide for examples of the work proposed: the continuation of phases 2 and 3 of the evaluation of peacekeeping command and control, the police study in UNMIK, conduct and discipline evaluations in MINUSTAH and UNMIL, and the evaluation of the effectiveness and efficiency of the activities in MINURSO. In previous periods, evaluations were conducted on the effectiveness and efficiency of the activities in UNAMID, MINURCAT mission support and mission management, DFS cross-cutting capacities, integrated mission training centres, phase 1 of peacekeeping command and control, the police study in UNMIK and phases 2 and 3 of peacekeeping command and control.

170. The amount of $307,800 is proposed for the engagement of consultants with technical expertise to develop and deliver training programmes on substantive areas of peacekeeping operations for DPKO ($73,900) and DFS ($95,600), and for Member States and field operations ($70,000); for example, management and administration and the generic topics of ethics, management, leadership, integrity awareness and supervision. In addition, the provision would cover external consultants to function as facilitators at DPKO/DFS annual conferences ($68,300).

171. The variance is attributable to the impact of conducting training conferences biannually instead of annually for DPKO and DFS, and to consultancy resources associated with non-recurring initiatives with respect to which external expertise was not available within the United Nations system, in particular the gap list assessment, for which a provision was included in the 2011/12 budget and which will be completed during the current financial period.

	Cost estimates	*Variance*	
Official travel	$1 770.0	($85.9)	(4.6%)

172. The official travel requirements are described below:

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/consultation	413 100	5 presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development and implementation activities, and emerging strategic issues having an impact on peacekeeping 6 evaluation reports, comprising 4 mission-focused and 2 thematic evaluations 10 briefings to international financial institutions, international and regional organizations and non-governmental organizations, as requested, on peacekeeping partnerships and related issues
Seminars/conferences/workshops	49 400	16 technical assessment/support reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to sexual violence and conflict, quick-impact projects, civil affairs, civilian protection and gender
Training	1 307 500	5 workshops/briefings for technical experts from Member States and partners to develop new or updated guidance, training and policy on capability development, Security Council resolution 1325 (2000), key roles of civil affairs officers, knowledge management and child protection 5 workshops for best practices, child protection, civil affairs, HIV/AIDS and gender officers and focal points for the purpose of knowledge-sharing and training
Total	**1 770 000**	

173. The amount of $413,100 is proposed for travel to undertake the following mission planning/assessment/consultation activities: delivering policy presentations to peacekeeping operations, national/regional peacekeeping training institutions and the headquarters of organizations on cross-cutting and emerging issues in peacekeeping ($60,600); meeting with Member State Governments, Europe-based representatives of international organizations (including international financial institutions), non-governmental organizations, the World Bank, the United Nations-European Union steering committee and the Division's Partnerships Team in Brussels to support the development of partnerships and coordinate partnership relations ($56,600); conducting mission or thematic evaluations ($146,000); and conducting policy research, technical assessments and comprehensive multi-mission assessments on the implementation of HIV/AIDS prevention policies, child protection, the protection of civilians, best practices and lessons learned on cooperation between civil affairs components and country teams, consultations with field operations to share policy information and to generate field-oriented priorities for lessons-learned work at Headquarters, and the implementation of the mandate to mainstream gender perspectives into peacekeeping ($149,900).

174. The amount of $49,400 is proposed for travel to participate in the following seminars/conferences/workshops: a workshop organized by the Peace Operations

Training Institute and the United States Institute of Peace, focusing on accountability and special child protection initiatives; a European Union steering committee meeting and NATO staff talks, both to be held in Brussels; a seminar on peacekeeping organized by the Geneva Centre for Security Policy to advance the policy and operational dialogue on United Nations peacekeeping with critical stakeholders; the global child protection cluster, which sets the annual workplan and carries out standard-setting for child protection work in emergencies; a seminar jointly organized by the United Nations Children's Fund and the Office of the Special Representative of the Secretary-General for Children and Armed Conflict to establish appropriate strategies and coordination mechanisms for information exchange and cooperation on child protection issues; a workshop on guidance dissemination strategies organized by DPKO; a workshop with African Union counterparts working on civilian protection issues; a workshop on peacekeeping capabilities organized/hosted by the Norwegian Institute of International Affairs; and an annual meeting of the Global Clearing House for Peacekeeping Capacity-Building.

175. The amount of $1,307,500 is proposed for travel to undertake the following training activities: DPKO training ($174,600); DFS training ($102,900); facilitating training courses and developing standardized training materials for Member States and field operations ($790,600); and facilitating DPKO and DFS annual conferences ($239,400). The training activities would include: training-of-trainers courses for uniformed personnel from Member States and regional organizations, senior leadership courses, courses for planners, a course for military and police advisers from permanent missions, support for regional and international peacekeeping training exercises organized by Member States, participation in peacekeeping training conferences organized by Member States and international organizations, lectures at peacekeeping training centres organized by Member States and international organizations, and training recognition processes to assess peacekeeping training courses conducted by Member States and international organizations. The planned activities would enhance mission readiness by improving staff skills in the areas of training, evaluation, mission exercise processes, mission management and leadership, codes of conduct and standards of behaviour. This would involve providing support for United Nations civilian predeployment training courses for civilian field personnel, training activities for integrated mission training centres, mission training evaluations, senior leadership induction programme courses and training support for mission start-ups.

176. The activities of the Integrated Training Service include the development and updating of United Nations standardized training modules and their distribution to Member States, field operations, regional organizations, United Nations partners and peacekeeping training organizations. These activities would include workshops to develop training curricula in thematic areas relevant to peacekeeping, review workshops to update standardized training materials, pilot training courses on newly developed training materials, and the development of e-learning modules on issues relevant to peacekeeping and the management of the publication of peacekeeping training materials. Workshops are conducted in Member States and field operations to maximize input into and ownership of the training materials being developed. Subject-matter experts, relevant Headquarters staff and mission personnel must travel to these workshops/seminars in order to be able to contribute to and

participate in the development process. Pilot courses are conducted again in field operations or in troop- and police-contributing countries.

177. The variance is attributable to reduced travel as a result of conducting biannual training conferences instead of annual training conferences for DPKO and DFS.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$1 005.2	($32.9)	(3.2%)

178. The amount of $1,005,200 is proposed to provide for the cost of training materials and supplies related to DPKO training ($34,000), DFS training ($162,800), workshops/training courses for Member States and field operations ($450,500), DPKO/DFS annual/biannual training conferences ($128,900) and the translation (from English to French) and printing of 90 guidance and best practices documents, including policies, standard operating procedures, guidelines, manuals, after-action reviews, handover notes and peacekeeping practice notes ($229,000).

179. The variance is attributable to reduced materials and supplies as a result of conducting biannual instead of annual training conferences for DPKO and DFS.

B. Department of Field Support

(a) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	3	—	—	—	**3**	—
D-1	8	(1)	—	—	**7**	(1)
P-5	37	(1)	—	—	**36**	(1)
P-4	87	(5)	—	—	**82**	(5)
P-3	113	(9)	—	—	**104**	(9)
P-2/P-1	5	—	—	—	**5**	—
Subtotal	**253**	**(16)**	**—**	**—**	**237**	**(16)**
General Service and other						
Principal level	21	(3)	—	—	**18**	(3)
Other level	150	(19)	—	—	**131**	(19)
Subtotal	**171**	**(22)**	**—**	**—**	**149**	**(22)**
Total	**424**	**(38)**	**—**	**—**	**386**	**(38)**

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	58 862.3	59 417.8	55 540.4	(3 877.4)	(6.5)
II. Non-post resources					
General temporary assistance	3 809.4	3 826.5	2 412.4	(1 414.1)	(37.0)
Consultants	163.6	289.5	76.6	(212.9)	(73.5)
Official travel	2 870.6	2 325.6	1 968.3	(357.3)	(15.4)
Communications	—	573.5	554.2	(19.3)	(3.4)
Information technology	—	7 945.3	5 394.2	(2 551.1)	(32.1)
Other supplies, services and equipment	1 900.8	25.0	95.0	70.0	280.0
Subtotal II	**8 744.4**	**14 985.4**	**10 500.7**	**(4 484.7)**	**(29.9)**
Total	**67 606.7**	**74 403.2**	**66 041.1**	**(8 362.1)**	**(11.2)**

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

180. The mandate of the Office of the Under-Secretary-General for Field Support was established by the General Assembly in its resolution 61/279. The functions of the Office are set out in the Secretary-General's bulletin on the organization of DFS (ST/SGB/2010/2).

181. In its resolution 64/269, the General Assembly emphasized that the implementation of the global field support strategy would improve the operational effectiveness of field missions. The advancement of the strategy, which is entering the second year of its five-year implementation period, drives the work of the Department and the resource requirements for the reporting period. As of January 2012, the Department supported 15 peacekeeping operations (including UNTSO and UNMOGIP, which are funded from the biennial programme budget) and UNSOA; 15 field-based special political missions funded from the biennial programme budget; and one liquidating mission.

182. The Office of the Under-Secretary-General includes the offices of the Under-Secretary-General and the Assistant Secretary-General, which comprise the Senior Leadership Appointments Section, the Programme Implementation Coordination Team for the global field support strategy, the integrated operational team officers assigned on an as-needed basis to DPKO, the Conduct and Discipline Unit, the Audit Response and Boards of Inquiry Section, the Field Procurement and Liaison Team, the Risk Management Team and the UNSOA Headquarters Support Team.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 No negative comments are contained in the legislative reports on the Department's work and the phased implementation of the global field support strategy (2010/11: not applicable; 2011/12: 100 per cent; 2012/13: 100 per cent)
	1.2 Endorsement by the General Assembly of 100 per cent of the recommendations of the Secretary-General on measures to reform support for peacekeeping (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)
	1.3 Conduct and discipline is addressed in all reports of the Secretary-General to the Security Council on peacekeeping operations, as appropriate (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- 95 briefings to the General Assembly, legislative bodies, the Security Council and regional organizations on field support issues, including proposals, progress and results with regard to the global field support strategy
- 10 presentations on peacekeeping and field support issues, at conferences, seminars and other public forums
- 8 visits to major financial contributors, key troop- and police-contributing countries and other Member States to discuss and advise on field support issues
- Annual progress report, including proposals, on the implementation of the new support model for service delivery to the field
- 45 consolidated responses to the reports of the United Nations oversight bodies, and 11 consolidated reports on the status of the implementation of 1,242 recommendations of the oversight bodies
- 4 statistical analysis reports on all types of board of inquiry cases occurring in the field, for field operations
- 10 briefings to Member States and non-governmental organizations on the continued implementation of the comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations
- 2 meetings of the Inter-agency Task Force on Protection from Sexual Exploitation and Abuse, to provide strategic guidance on activities to address the issue, including the implementation of the victim assistance strategy

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Comprehensive support package for AMISOM in place in 100 per cent compliance with Security Council-mandated timelines for African Union deployments (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- 12 briefings to permanent missions on support issues relating to AMISOM

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**3.1 All allegations of serious misconduct are recorded by all peacekeeping operations in the misconduct tracking system within 7 days of receipt (2010/11: not achieved; 2011/12: 7 days; 2012/13: 7 days)**
	3.2 Action taken on reports from boards of inquiry on incidents resulting in death and disability, within 90 days of receipt (2010/11: not applicable; 2011/12: 120 days; 2012/13: 90 days)

Outputs

- 10 visits to peacekeeping operations and UNSOA to review progress and provide direction to mission leadership on field support issues related to mission mandate implementation
- 12 visits to field operations to support the implementation of the global field support strategy
- 52 consultations with senior management groups in peacekeeping operations to assess key support components in order to review operational issues related to mandate implementation
- 3 outreach visits to Member States, professional, governmental and non-governmental organizations and agencies, funds and programmes, to expand the candidate pool for senior mission appointments and meet organizational objectives relating to gender and geographical distribution
- 1 workshop for audit focal points from field operations on the audit process, ways to improve the quality of responses to audit findings and recommendations, and how to provide effective follow-up to audit recommendations
- 8 visits to field operations to conduct a review of their internal control frameworks, based on high-risk areas identified in reports of oversight bodies
- Strategic guidance provided for the conduct of self-assessment reviews of the internal control frameworks of field operations based on the main findings and recommendations contained in 127 reports of the oversight bodies, including the Board of Auditors, the Joint Inspection Unit and OIOS
- 6 visits to field operations to provide support on board of inquiry matters and raise the awareness of mission senior management on procedures
- 4 visits to peacekeeping operations to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other forms of misconduct
- 350 allegations of misconduct are processed to allow for disciplinary action by relevant authorities
- 300 category I allegations and 900 category II allegations in peacekeeping operations are recorded and tracked in the misconduct tracking system
- Daily average of 10 selected candidates cleared of prior findings of alleged misconduct, for assignment to peacekeeping operations
- 190 active delegations of procurement authority managed in the field, including those to directors and chiefs of mission support
- 4 visits to field operations, including with the Department of Management, to review the exercise of the delegation of procurement authority and field procurement procedures, in order to make recommendations and proposals to address deficiencies, streamline operations and provide enhanced support to the field

- Technical assistance, provided through a minimum of 2 working groups/task forces, to improve procurement support for peacekeeping operations

External factors

Support from Member States is provided for the implementation of mission mandates and for the concept, as well as the implementation, of the global field support strategy in a phased approach; support from troop- and police-contributing countries is provided in preventing misconduct and processing misconduct cases; and investigation reports from external investigation entities are received in a timely manner

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	—	—	—	—	**—**	—
D-1	1	—	—	—	**1**	—
P-5	16	—	—	—	**16**	—
P-4	15	—	—	—	**15**	—
P-3	9	—	—	—	**9**	—
P-2/P-1	1	—	—	—	**1**	—
Subtotal	**42**	**—**	**—**	**—**	**42**	**—**
General Service and other						
Principal level	1	—	—	—	1	—
Other level	16	—	—	—	16	—
Subtotal	**17**	**—**	**—**	**—**	**17**	**—**
Total	**59**	**—**	**—**	**—**	**59**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2010/11)*	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	8 436.4	9 437.3	9 477.6	40.3	0.4
II. Non-post resources					
General temporary assistance	682.3	805.7	773.3	(32.4)	(4.0)
Official travel	451.4	415.9	412.0	(3.9)	(0.9)
Subtotal II	**1 133.7**	**1 221.6**	**1 185.3**	**(36.3)**	**(3.0)**
Total	**9 570.1**	**10 658.9**	**10 662.9**	**4.0**	**—**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$9 477.6	$40.3	0.4%

183. The provision of $9,477,600 would cover the salaries, common staff costs and staff assessments for the 59 continuing posts, in respect of which delayed recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) were applied. The variance is attributable to higher standard salary costs in the General Service category and to the impact of the vacancy rate of 7.9 per cent applied to the computation of requirements for the continuing General Service category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category), offset in part by the budgeted vacancy rate of 15.9 per cent for 2012/13 applied to the computation of requirements for the continuing Professional category posts, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category).

	Cost estimates	Variance	
General temporary assistance	$773.3	($32.4)	(4.0%)

184. The proposed requirements in the amount of $773,300 would cover the continuation of four general temporary assistance positions and the establishment of one new general temporary assistance position, as described below.

Front office of the Under-Secretary-General

United Nations Support Office for the African Union Mission in Somalia Headquarters Support Team

Senior Support Officer (1 P-5 position, continuation)

Support Officer (1 P-4 position, continuation)

Administrative Assistant (1 GS (OL) position, continuation)

185. The current staffing establishment of the front office of the Under-Secretary-General comprises 14 continuing posts (1 P-5, 5 P-4, 1 P-3 and 7 GS (OL)) and four general temporary assistance positions, funded from the support account, including three general temporary assistance positions that make up the UNSOA Headquarters Support Team, which is dedicated to supporting UNSOA.

186. The Team is a mission-specific resource capability whose primary focus is on assisting UNSOA and senior management with strategic planning, policy guidance and implementation relating to all aspects of the UNSOA mandate. As such, it requires close coordination with the relevant offices at Headquarters and with the African Union, which has mandated the deployment of AMISOM. The modest presence of the Support Office on the ground as a result of security conditions poses its own challenges, being outside the standard United Nations support framework where both support and military and police elements are operating side by side in the field. This creates a need to ensure the applicability to such an operation of existing policies and regulations that have been developed for traditional

peacekeeping missions, as well as to ensure that proper oversight procedures are carried out in relation to the implementation of the required support.

187. This entails higher visibility for the Department among Member States, regional organizations, donors and the broader community, together with the requirement for a very strong link between Headquarters and UNSOA at the strategic level and on all discussions with external parties. With the expectation that the African Union will seek to expand the AMISOM area of operations beyond Mogadishu during the next financial period, and therefore probably increase the scale and complexity of UNSOA operations and the associated risk, there will be a continued requirement to keep the team at its current strength in order to provide the necessary capacity at Headquarters for strategic planning and coordination. The Headquarters Support Team is critical to ensuring that relevant policy and strategic-level recommendations are presented in a timely manner to the Department's senior management and are properly coordinated with the relevant oversight, financial and regulatory bodies.

188. In the light of the dynamic situation in Somalia, the increased troop strength authorized for AMISOM and the heavy workload, it is proposed that three general temporary assistance positions, of Senior Support Officer (P-5), Support Officer (P-4) and Team Assistant (GS (OL)), be continued.

Programme Implementation Coordination Team

Team Leader (1 D-1 position, continuation)

189. The current staffing establishment of the Programme Implementation Coordination Team comprises five continuing posts (1 P-5, 2 P-4, 1 P-3 and 1 GS (OL)) and one general temporary assistance position, funded from the support account. The global field support strategy provides for a change management implementation system that allows senior leadership to be systematically exposed to achievements, issues and failures and to decide on corrective actions in a timely manner. To this end, the Programme Implementation Coordination Team currently manages and coordinates the programme of work associated with the strategy. The position of Team Leader continues to be required at the D-1 level to further coordinate and analyse needs and developments and to effect change across the full range of the Department's support activities, managing the governance structure of the strategy on behalf of the Under-Secretary-General for Field Support in close coordination with the Secretariat. Experience gained over the past few years has shown that the implementation of the strategy is challenging in that it entails a profound change management process whereby service delivery is transferred to the Global Service Centre at Brindisi, the Regional Service Centre at Entebbe and field missions, which must be carefully coordinated and implemented with all stakeholders in a transparent way, and that the need for the current functions is expected to continue during the five-year life cycle of the implementation of the strategy. In this context, it is proposed that one general temporary assistance position of Team Leader (D-1) for the Programme Implementation Coordination Team be continued, to steer the process of implementing the strategy.

190. The Team coordinates efforts among various divisions, including DPKO and the Department of Political Affairs, as well as the Department of Management's Office of Human Resources Management, Office of Programme Planning, Budget and Accounts and Office of Central Support Services, among others. The Team is

responsible for monitoring and reporting on the implementation of the strategy on the basis of a set of management indicators and for ensuring the successful implementation of the strategy. It is also responsible for recommending corrective action to the Under-Secretary-General for Field Support and the Strategy Steering Committee. The Team supports the related accountability and management frameworks to facilitate comprehensive and detailed reporting to Member States on a regular basis. The Team Leader provides senior management with the oversight and coordination necessary for the timely and comprehensive implementation of the strategy over its five-year implementation horizon, ensuring that related activities are contributing to the attainment of the strategic objectives.

Office of the Assistant Secretary-General

Director (1 D-2 position, new)

191. The current staffing establishment of the Office of the Assistant Secretary-General comprises five continuing posts (1 P-5, 1 P-3 and 3 GS (OL)), funded from the support account. Additional duties and responsibilities assigned to the Under-Secretary-General in relation to the ongoing trilateral deliberations among the United Nations, the African Union and the Government of the Sudan concerning the operations of UNAMID and UNISFA and the follow-up to the report of the Senior Advisory Group on Civilian Capacity in the Aftermath of Conflict have required the Assistant Secretary-General to deputize for the head of the Department more often than anticipated, thus reducing his capacity to carry out his assigned duties and responsibilities as described in the Secretary-General's bulletin on the organization of DFS (ST/SGB/2010/2). In addition, the Assistant Secretary-General had been called upon to participate in several Secretariat and system-wide projects, including the Support Working Group, a steering committee on the feasibility study for Headquarters accommodation needs, the Haiti cholera task force, the Secretary-General's Change Management Advisory Group, the Senior Peacebuilding Group, the steering committee on avian and human influenza, and the environmental management group. This wide range of activities have an impact on the effective undertaking of the main task of strategically managing operations. The four Divisions of the Department operate with limited executive oversight and management coordination on some issues. Limited capacity exists for corporate/strategic planning, the development of a departmental programme of work, and organizational performance management. Operations management is conducted largely at the divisional level; however, the integration, coordination and monitoring/reporting of routine activity are ad hoc, and no capacity exists to manage or monitor day-to-day operations at the corporate level. These functions, however, have become all the more important with the implementation of the global field support strategy.

192. Accordingly, it is proposed that one new general temporary assistance position of Director (D-2) be established to augment the capacity of the Office to coordinate the delivery of support services to peacekeeping operations and fulfil functions not currently being carried out owing to a lack of resources at the appropriate high level. The four existing D-2 staff in the Department are each responsible for specific functional areas and therefore cannot take on department-wide management coordination or strategic planning roles. The incumbent would oversee four key functions, resulting in the following achievements and efficiencies:

(a) Planning for and the coordination of mission start-up, surge, drawdown, liquidation and transition: the elimination of duplication of effort, the provision of rapid and coordinated action to meet key operational demands, the provision of strategic planning and oversight, the improvement of coordination within the Department and with the Secretariat, and the establishment of a centralized focal point for the Deputy of Mission Support and the Chief of Mission Support, including the provision of policy guidance; the improvement of the capacity of administrative and support officers on the integrated operational teams to provide effective services to DPKO colleagues by coordinating Department planning and implementation of technical action; and the provision of a centralized coordinating and oversight function to guide the activities of the integrated operational teams in the context of the Department's global management strategy, ensuring consistent value for money and the management and oversight of strategic procurement requirements;

(b) The coordination of operating plans and budget guidelines for mission support and the service centres: the formulation of mission-specific strategic support plans that include a long-term vision (transition and exit strategy) and their translation into business workplans, budgets and management policies, and the development and management of a departmental programme of work at the corporate, divisional and service centre levels;

(c) The implementation and operationalization of performance enhancement methodology for mission support and the service centres: the development and implementation of a management accountability and performance framework, as well as a client-focused performance measurement model and responsibility/accountability matrix; the improved performance of Divisional functions, achieved through, inter alia, the implementation of business process improvement projects, programme analysis and structural review and analysis of board of inquiry and audit reports; the development of targeted mission support dashboards synthesizing key support priorities, urgent actions, decisions and sign-off; and the implementation of a follow-up mechanism;

(d) Coordination between mission support field operations and Department strategy and oversight functions, in conjunction with the Divisions: the development of operational strategies such as modular service packages, outsourcing, shared resources with agencies, funds and programmes, the rotation of staff to service centres, and Umoja; the development of change management programmes; the coordination of shared DPKO-DFS resources and services provided within the Department; and the provision of Department positions, and the coordinated implementation thereof, in relation to the functions and activities of the Policy, Evaluation, and Training Division (e.g., partnership, transitions, integration).

193. The variance is attributable to the impact of the vacancy rates of 25.4 per cent and 6.8 per cent applied to the computation of requirements for the continuing Professional and General Service category general temporary assistance positions, respectively, for 2012/13, based on average actual incumbency levels, compared with the rates approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category), offset by the proposed establishment of one new general temporary assistance position, in respect of which a delayed recruitment factor of 65 per cent was applied to the computation of requirements for new general temporary assistance positions in the Professional category.

	Cost estimates	Variance	
Official travel	$412.0	($3.9)	(0.9%)

194. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	221 000	10 visits to peacekeeping operations and UNSOA to review progress and provide direction to mission leadership on field support issues related to mission mandate implementation 8 visits to major financial contributors, key troop- and police-contributing countries and other Member States to discuss and advise on field support issues
Technical support	156 600	12 visits to field operations to support the implementation of the global field support strategy
Seminars/conferences/workshops	34 400	10 visits to peacekeeping operations and UNSOA to review progress and provide direction to mission leadership on field support issues related to mission mandate implementation
Total	**412 000**	

195. The amount of $221,000 is proposed for travel to undertake mission planning/ assessment/consultation activities at peacekeeping operations and with major financial contributors, key troop- and police-contributing countries, regional organizations, Member States and the African Union to review and assess field support, and discuss various aspects specific to new and ongoing missions.

196. The amount of $156,600 is proposed for travel to undertake the following technical support activities: reviewing the technical support process and providing technical support and training to service centres ($84,400); and providing support for the concept of expanding regional service centres to West Africa and the Middle East ($72,200).

197. The amount of $34,400 is proposed for travel to participate in two annual summits of the African Union.

2. Field Budget and Finance Division

(a) Results-based-budgeting framework

198. The mandate of the Field Budget and Finance Division was established by the General Assembly in its resolution 61/279. The functions of the Division are set out in the Secretary-General's bulletin on the organization of DFS (ST/SGB/2010/2).

199. The implementation of the global field support strategy and the preparation for the implementation of IPSAS and Umoja will remain the priorities of the Division during the forthcoming period. Those initiatives would facilitate a substantial change in the way in which resources in field operations will be managed and reported. The Division will continue to provide guidance with regard to budgetary and financial issues and processes; conduct targeted analyses of major resourcing requirements and developments for field operations; develop and implement

programmes and other initiatives to strengthen the financial capacity of field operations and to address emerging changes in practices and to requirements; and provide support to Member States contributing military and police personnel. The Division consists of three entities that underwent approved structural changes during the most recent period: the Office of the Director, the Budget and Performance Reporting Service and the Memorandum of Understanding and Claims Management Section.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Maintenance of the average processing time (from the receipt of a mission-certified claim to its approval by the Department) for contingent-owned equipment claims (2010/11: 90 days; 2011/12: 90 days; 2012/13: 90 days)

Outputs

- All contingent-owned equipment reimbursement and death and disability compensation claims processed for all relevant peacekeeping operations
- Advice to all field operations and permanent missions to the United Nations of troop- and police-contributing countries on contingent-owned equipment reimbursement and death and disability compensation matters
- Negotiations completed for 18 memorandums of understanding regarding new troop- and police-contributing countries deployed to new and/or existing missions, and for 100 amendments to existing memorandums with respect to the reimbursement of contingent-owned equipment
- 13 briefings to Member States on policies, procedures and reimbursement relating to contingent-owned equipment
- 3 briefings to Member States on the global field support strategy, with supporting documentation

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Maintenance of the number of days to submit budget proposals for new and expanding missions (after the adoption of the relevant Security Council resolution) (2010/11: not applicable; 2011/12: 90 days; 2012/13: 90 days)

Outputs

- Provision of resource plans and cost estimates for the implementation of new or expanding peacekeeping operations mandated by the Security Council
- Implementation of the standardized funding model for the analysis of cost structures

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Increase in the percentage of field operations identifying overall efficiencies equivalent to 1 per cent of budgeted resources (2010/11: not achieved; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- Cross-cutting and regulatory guidelines for all field operations on the formulation of budget proposals and performance reports, the maintenance and preparation of financial accounts and the management of available resources
- Benchmarks established for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing support analysis
- 10 field assistance visits to provide on-site support, including for the preparation of mission budget submissions, the assessment of resource requirements and the implementation of significant financial administration initiatives
- Revision of memorandum of understanding with United Nations Volunteers Bonn to improve cost-effectiveness and resourcing
- Financial accounts, follow-up on outstanding payments and financial disputes and compliance with outstanding administrative requirements for one liquidating peacekeeping operation, as part of the administration of its residual financial affairs

External factors

Peacekeeping partners will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops and contingent-owned equipment

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	1	—	—	—	**1**	—
D-1	1	—	—	—	**1**	—
P-5	3	—	—	—	**3**	—
P-4	15	—	—	—	**15**	—
P-3	21	—	—	—	**21**	—
P-2/P-1	2	—	—	—	**2**	—
Subtotal	**43**	**—**	**—**	**—**	**43**	**—**

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
General Service and other						
Principal level	4	—		—	4	—
Other level	27	—	—	—	**27**	—
Subtotal	**31**	**—**	**—**	**—**	**31**	**—**
Total	**74**	**—**	**—**	**—**	**74**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2010/11)*	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	8 993.1	10 046.1	10 227.7	181.6	1.8
II. Non-post resources					
Official travel	829.3	284.1	203.8	(80.3)	(28.3)
Other supplies, services and equipment	1 531.5	—	—	—	—
Subtotal II	**2 360.8**	**284.1**	**203.8**	**(80.3)**	**(28.3)**
Total	**11 353.9**	**10 330.2**	**10 431.5**	**101.3**	**1.0**

(d) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$10 227.7	$181.6	1.8%

200. The provision of $10,227,700 would cover the salaries, common staff costs and staff assessments for the 74 continuing posts, in respect of which delayed recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) were applied. The variance is attributable to higher standard salary costs in the General Service category and to the impact of the vacancy rate of 7.9 per cent applied to the computation of requirements for the continuing General Service category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category), offset in part by the budgeted vacancy rate of 15.9 per cent for 2012/13 applied to the computation of requirements for the continuing Professional category posts, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category).

	Cost estimates	*Variance*	
Official travel	$203.8	($80.3)	(28.3%)

201. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/consultation	15 600	Revision of memorandum of understanding with United Nations Volunteers Bonn to improve cost-effectiveness and resourcing
Technical support	153 200	10 field assistance visits to provide on-site support, including for the preparation of mission budget submissions, the assessment of resource requirements and the implementation of significant financial administration initiatives Advice to all field operations and permanent missions to the United Nations of troop- and police-contributing countries on contingent-owned equipment reimbursement and death and disability compensation matters
Seminars/conferences/workshops	35 000	Cross-cutting and regulatory guidelines for all field operations on the formulation of budget proposals and performance reports, the maintenance and preparation of financial accounts and the management of available resources
Total	**203 800**	

202. The amount of $15,600 is proposed for travel to undertake mission planning/assessment/consultation activities.

203. The amount of $153,200 is proposed for travel to undertake the following technical support activities: improving finance and budget processes in field operations ($103,300); and providing predeployment briefings to troop- and police-contributing countries on contingent-owned equipment reimbursement and memorandums of understanding, and on reimbursement policies and procedures in support of existing operations ($49,900).

204. The amount of $35,000 is proposed for travel to organize seminars/conferences/workshops to brief field-based finance and budget officers on changes to finance and budget processes made as a result of new policies, procedures and systems, including IPSAS and enterprise resource planning.

205. The variance is attributable to efforts to reduce the amount of travel to peacekeeping operations by combining planning and technical support objectives and, when feasible, utilizing videoconferencing services as an alternative to travel.

3. Field Personnel Division

(a) Results-based-budgeting framework

206. The mandate of the Field Personnel Division was established by the General Assembly in its resolution 61/279. The functions of the Division are set out in the Secretary-General's bulletin on the organization of DFS (ST/SGB/2010/2).

207. The Division's main priorities for the 2012/13 period are to continue to provide human resources services to peacekeeping operations, to attract and retain the best talent and to implement the global field support strategy with regard to human resources. The Division would continue to support peacekeeping operations by designing, recruiting, developing and maintaining a civilian workforce and to provide operational support in the functional areas of travel, selection, onboarding and administration of staff to all field operations within the limits of delegated human resources management authority. Furthermore, the Division would continue to provide strategic services in the areas of policy guidance and implementation, organizational design and classification, self-monitoring, information management, outreach, roster maintenance and career development.

208. In connection with the global field support strategy, it is proposed that the Division be reorganized so that transactional processes are redeployed to the Global Service Centre, at the United Nations Support Base at Valencia, where they would be handled more efficiently. The consolidation of transactional processes at the Global Service Centre would also enable the Division at Headquarters to better focus on strategic planning and monitoring functions, including the main pillars of the human resources integrated framework approved by the General Assembly; liaison with partners and Member States; the development of guidance; and mission and workforce planning. Over a two-year period, structural changes to the Division would involve the transfer of functions related to the transactional aspects of building rosters of qualified staff, onboarding, entitlements and staff administration. If the present proposal is approved, the Division would relocate the rostering and capacity-building functions from Headquarters to the Global Service Centre in 2012/13, followed by the administration of personnel and the help desk during the 2013/14 financial period.

209. The Division includes the Office of the Director, the Field Personnel Operations Service and the Field Personnel Specialist Support Service.

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Missions meet the projected incumbency rates for their staffing table authorization of international civilian personnel, set in the context of approved budgets for missions in a start-up, expansion or transition phase, through the use of established rosters of pre-endorsed candidates, at the end of the reporting period (2010/11: not achieved; 2011/12: as set in approved budgets; 2012/13: as set in approved budgets)

Outputs

- A workforce plan, including a strategic analysis of roster monitoring, an analysis of supply and demand, forecasted requirements, projected future trends and identified capacity gaps

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 All peacekeeping operations achieve the budgeted incumbency rates approved for them (2010/11: not achieved; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- Direct personnel administrative support (including recruitment, travel and administration of contracts, salaries, allowances, benefits, claims and entitlements) for 49 IMIS functionalities for all field operations and for 79 functionalities for operations without delegated human resources management authority for 7,900 international staff, and travel for 2,300 military observers and 13,000 police personnel
- Organization of 3 meetings of the Field Joint Negotiation Committee and participation in the annual Staff-Management Coordination Committee meeting to improve staff management relationships
- 2,000 field personnel provided with career support through e-mail, and a 20 per cent increase in the number of hits to frequently asked questions on the career development website
- 1 career path model for Chief Civilian Personnel Officers and 1 for senior administration mission appointments
- 5 outreach activities at industry-specific job fairs and in Member States, including troop- and police-contributing countries
- Development of 5 business intelligence reports and models for the monitoring of the field staffing process
- Certification of 75 per cent of human resources management practitioners through e-learning training and certification in conjunction with an accredited institution

External factors

The demand for human resources services by clients will not exceed projected expectations

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	1	—	—	—	**1**	—
D-1	2	—	—	—	**2**	—
P-5	7	(1)	—	—	**6**	(1)
P-4	11	(1)	—	—	**10**	(1)
P-3	23	(1)	—	—	**22**	(1)
P-2/P-1	2	—	—	—	**2**	—
Subtotal	**46**	**(3)**	**—**	**—**	**43**	**(3)**

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
General Service and other						
Principal level	8	—	—	—	**8**	—
Other level	58	(10)	—	—	**48**	(10)
Subtotal	**66**	**(10)**	**—**	**—**	**56**	**(10)**
Total	**112**	**(13)**	**—**	**—**	**99**	**(13)**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2010/11)	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	14 100.7	13 722.1	12 762.8	(959.3)	(7.0)
II. Non-post resources					
General temporary assistance	2 535.8	2 522.8	1 506.6	(1 016.2)	(40.3)
Consultants	40.1	93.1	30.0	(63.1)	(67.8)
Official travel	372.3	374.2	328.2	(46.0)	(12.3)
Other supplies, services and equipment	291.6	25.0	95.0	70.0	280.0
Subtotal II	**3 239.8**	**3 015.1**	**1 959.8**	**(1 055.3)**	**(35.0)**
Total	**17 340.5**	**16 737.2**	**14 722.6**	**(2 014.6)**	**(12.0)**

(d) Justification of posts

210. During the 2010/11 period, in the context of the global field support strategy, the Field Personnel Division undertook a review of all its functions and business processes to determine which were transactional and consequently should be moved to the United Nations Support Base at Valencia, and which were more forward-looking or required direct interaction with Member States or the rest of the Secretariat in order to remain at Headquarters. A key finding of the review was that there were potential benefits to be gained from the transfer of functions to the Global Service Centre and the reassignment of certain functions remaining at Headquarters to support the transformation of personnel-related processes. Furthermore, throughout the review it was determined that the structural changes would result in the redundancy of a small number of continuing posts. Accordingly, the following abolishment of continuing posts is proposed, together with their corresponding establishment in the budget for UNLB for 2012/13.

211. The functions to be performed at the United Nations Support Base at Valencia as well as the newly proposed structure are explained in the report of the Secretary-General on the budget for UNLB for 2012/13.

Field Personnel Operations Service

Entitlements and Travel Section

Abolishment of 2 posts (1 P-5 Head of Section and 1 GS (OL) Human Resources Assistant), to be established in the Field Human Resources Management Section of the United Nations Support Base at Valencia

Abolishment of 1 post (P-4 Human Resources Officer), to be established in the Capacity-Building Unit of the United Nations Support Base at Valencia

Redeployment of 1 post (GS (PL) Human Resources Assistant) to the Office of the Chief of the Field Personnel Operations Service at Headquarters

212. The current staffing establishment of the Entitlements and Travel Section comprises 10 continuing posts (1 P-5, 1 P-4, 1 P-3, 1 GS (PL) and 6 GS (OL)), funded from the support account. It is proposed that 3 continuing posts, of Head of Section (P-5), Human Resources Officer (P-4) and Human Resources Assistant (GS (OL)), be abolished and established at the United Nations Support Base at Valencia, and that 1 post of Human Resources Assistant (GS (OL)) be redeployed to the Office of the Chief of the Field Personnel Operations Service at Headquarters. According to the proposal, the Section would be reconfigured as the Entitlements and Travel Team, comprising 6 continuing posts responsible for the travel of uniformed personnel and civilian staff to peacekeeping operations.

Europe and Americas Section

Abolishment of 1 post (GS (OL) Human Resources Assistant), to be established in the Recruitment Unit of the United Nations Support Base at Valencia

Abolishment of 1 post (GS (OL) Human Resources Assistant)

213. The current staffing establishment of the Europe and Americas Section comprises 11 continuing posts (1 P-4, 2 P-3, 2 GS (PL) and 6 GS (OL)), funded from the support account. It is proposed that 1 continuing post of Human Resources Assistant (GS (OL)) be abolished and established in the Recruitment Unit of the United Nations Support Base at Valencia.

214. As part of the outcome of the review of the Division's processes, some functions have been identified as redundant. Accordingly, it is also proposed that one continuing post of Human Resources Assistant (GS (OL)) be abolished.

Africa I Section

Reassignment of 1 post (P-3 Human Resources Officer) to the Office of the Director (P-3 Programme Officer)

215. The current staffing establishment of the Africa I Section comprises 15 continuing posts (1 P-5, 1 P-4, 3 P-3, 1 GS (PL) and 9 GS (OL)), funded from the support account. The Office of the Director does not currently have a dedicated capacity to coordinate and supervise the implementation of the global field support strategy and deal with the significant increase in workload that accompanies a significant organizational change to the Division. Accordingly, it is proposed that 1 continuing post of Human Resources Officer (P-3) be reassigned from the Africa I Section to the Office of the Director as a Programme Officer (P-3) to coordinate the implementation of the strategy over the next couple of years, including both the

transformation and the transfer of the Division's processes. The small team currently supporting the Office of the Director could not on its own ensure adequate change management in addition to undertaking its current workload.

Field Personnel Specialist Support Service

Quality Assurance and Information Management Section

Abolishment of 3 posts (1 P-3 Human Resources Officer and 2 GS (OL) Human Resources Assistants), to be established in the Capacity-Building Unit of the United Nations Support Base at Valencia

Redeployment of 1 post (P-3 Human Resources Officer) to the Recruitment, Outreach and Career Development Section at Headquarters

Abolishment of 1 post (GS (OL) Human Resources Assistant)

216. The current staffing establishment of the Quality Assurance and Information Management Section comprises 20 continuing posts (1 P-5, 2 P-4, 6 P-3, 2 GS (PL) and 9 GS (OL)), funded from the support account. It is proposed that 3 continuing posts, of Human Resources Officer (1 P-3) and Human Resources Assistant (2 GS (OL)), be abolished and established in the Capacity-Building Unit of the United Nations Support Base at Valencia.

217. The structural review of the Division took into account the need to adequately respond to new challenges, including, inter alia, the implementation of the mobility and career development frameworks, the review of the performance management system and the implementation of Inspira for the field. In this context, in order to strengthen the current capacity of the Recruitment, Outreach and Career Development Section to address these new challenges, and given that the functions related to the implementation of Inspira for field operations are to be carried out by the Recruitment, Outreach and Career Development Section rather than the Quality Assurance and Information Management Section, it is proposed that one continuing post of Human Resources Officer (P-3) be redeployed to the Recruitment, Outreach and Career Development Section at Headquarters to assume these responsibilities.

218. As part of the outcome of the review of the Division's processes, some functions have been identified as redundant. Accordingly, it is proposed that one continuing post of Human Resources Assistant (GS (OL)) be abolished.

Guidance and Organizational Design Section

Abolishment of 4 posts (4 GS (OL) Human Resources Assistants), to be established in the Recruitment Unit of the United Nations Support Base at Valencia

Redeployment of 1 post (P-2 Human Resources Officer) to the Quality Assurance and Information Management Section at Headquarters

Redeployment of 3 posts (1 P-4 Human Resources Officer, 1 P-3 Human Resources Officer and 1 GS (OL) Human Resources Assistant) to the Recruitment, Outreach and Career Development Section at Headquarters

219. The current staffing establishment of the Guidance and Organizational Design Section comprises 13 continuing posts (1 P-5, 2 P-4, 4 P-3, 1 P-2 and 5 GS (OL)), funded from the support account. It is proposed that 4 continuing posts of Human

Resources Assistant (GS (OL)) be abolished, to be established in the Recruitment Unit of the United Nations Support Base at Valencia.

220. While undertaking the review of the Division's processes, new challenges faced by the Division, including the implementation of the human resources scorecards, which collect key data with a view to improving the monitoring of human resources processes in the field and the overall human resources service provided to staff members, and the fact that the Quality Assurance and Information Management Section is responsible for the scorecard project, were taken into consideration. In this context, it is proposed that one continuing post of Human Resources Officer (P-2) be redeployed to the Quality Assurance and Information Management Section at Headquarters to monitor the implementation of the scorecards, including the provision of guidance and support to the field missions.

221. Furthermore, the structural review highlighted the need to adequately respond to new challenges, including, inter alia, the implementation of the mobility and career development frameworks, the review of the performance management system and the implementation of Inspira for the field. In this context, in order to strengthen the current capacity of the Recruitment, Outreach and Career Development Section to address these new challenges, and given that the functions related to the implementation of Inspira for field operations are to be carried out by the Recruitment, Outreach and Career Development Section rather than the Guidance and Organizational Design Section, it is proposed that three continuing posts, of Human Resources Officer (1 P-4 and 1 P-3) and Human Resources Assistant (1 GS (OL)) be redeployed to the Recruitment, Outreach and Career Development Section at Headquarters to assume these responsibilities. The Human Resources Officer (P-4) would be responsible for the implementation of frameworks/policies related to staff development to ensure that the best talent is recruited and retained in the field missions. The Human Resources Officer (P-3) would act as a focal point and maintain liaison with the Office of Human Resources Management of the Department of Management on the review of the performance assessment system and the implementation of a mobility framework relevant to the field. The Human Resources Assistant would provide administrative support to the team.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$12 762.8	($959.3)	(7.0%)

222. The provision of $12,762,800 would cover salaries, common staff costs and staff assessment for the 99 continuing posts, in respect of which delayed recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) were applied. The variance is attributable to the proposed abolishment of 13 continuing posts and to the impact of the vacancy rate of 15.9 per cent applied to the computation of requirements for the continuing Professional category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category), offset in part by the budgeted vacancy rate of 7.9 per cent for 2012/13 applied to the computation of requirements for the continuing General Service category posts, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category).

	Cost estimates	Variance	
General temporary assistance	$1 506.6	($1 016.2)	(40.3%)

223. The proposed requirements in the amount of $1,506,600 would cover the establishment of general temporary assistance for 6 person-months and the continuation of 1 position and 96 person-months, as described below.

Office of the Director

Human Resources Officer (1 P-4 position, 6 months, new)

224. The current staffing establishment of the Office of the Director comprises four continuing posts (1 D-2, 1 P-4, 2 GS (OL)) funded from the support account.

225. It is proposed that general temporary assistance for six person-months for a Human Resources Officer (P-4) be established, to conduct a review of the utilization of the Field Service and national categories of staff in order to determine the optimal use of these categories of personnel, including criteria for the use of Field Service positions, identification of Field Service functions that could be nationalized and proposals for a reformed career structure for the Field Service category. In doing so, the Office would collect and analyse information on the numbers, role, functions, personnel costs, and comparative advantages of staff in the Field Service and national staff categories in field missions; collect and analyse information from United Nations agencies, funds and programmes with field operations on their experience in using national staff in the field; identify weaknesses and risks; and make recommendations on a revised staffing model for the Field Service category and on an implementation plan. The nationalization of existing Field Service posts and criteria for proposing new ones in the future are expected to provide efficiency gains by reducing the number of international posts in peacekeeping operations, leading to lower staff costs and reduced workload relating to recruitment and personnel administration of international staff. In recruiting experienced assistance at the P-4 level from a United Nations system field-based operation, the expectation is to obtain experience and knowledge on how operations are managed without using Field Service staff.

Quality Assurance and Information Management Section

Human Resources Officer (Administration of Justice) (1 P-3 position, continuation)

226. The current staffing establishment of the Quality Assurance and Information Management Section comprises 20 continuing posts (1 P-5, 2 P-4, 6 P-3, 2 GS (PL), 9 GS (OL)). The Quality Assurance Unit, located within the Section, comprises seven continuing posts (1 P-4, 4 P-3, 2 GS (OL)) and one general temporary assistance position funded from the support account.

227. The Quality Assurance Unit provides self-monitoring and oversight of human resources management functions in the field and in the Field Personnel Division and ensures consistency, standardization and high quality in the application of human resources management rules, policies and procedures in order to mitigate financial, operational and managerial risks associated with the performance of human resources functions in peacekeeping operations. The Unit plays a key role in ensuring that human resources management-related decisions on and

adjustments/amendments to processes resulting from the administration of justice are used to strengthen policies, procedures and practices.

228. The staff of the Unit serves as subject-matter experts on all human resources management issues as they relate to the Organization's administration of justice system and ensure that proper procedures and guidelines on staffing are promulgated. The system of administration of justice implemented on 1 July 2009 has resulted in new requirements and the involvement of new stakeholders that the Field Personnel Division must engage with to ensure due process and to meet the Organization's needs when it comes to addressing staff members' grievances. This involves coordinating formal and informal dispute resolution mechanisms with the Administrative Law Section and the Management Evaluation Unit of the Department of Management, the Office of the United Nations Ombudsman and Mediation Services, the Office of Legal Affairs, the Conduct and Discipline Unit of DFS, the Investigations Division of OIOS, and the Office of Staff Legal Assistance.

229. Requests from the Management Evaluation Unit require in-depth fact-finding exercises on the part of the Quality Assurance Unit, in conjunction with missions and other stakeholders in the Field Personnel Division and analyses of the facts against policies and rules to support the formal response. Owing to the professional nature of the United Nations Dispute Tribunal, which is headed by former judges, Unit requests place a higher burden of delivery on the Unit, both in terms of the quantity and the quality of responses. Furthermore, the Unit serves as the Department's focal point for all matters related to the Ombudsman and the Mediation Division, which, given the increased focus on informal resolution in the new justice system, has resulted in additional requirements, deliverables and follow-up actions for the Field Personnel Division. With the increase of professionalism at the appeal level through the Dispute Tribunal, there is increased scrutiny of administrative decisions. The Unit also serves as the Department's legal and policy focal point for the Administrative Law Section and plays a key role in providing legal and policy advice to peacekeeping operations regarding their responses to appeals in order to ensure the correct and consistent application of human resources rules and policies.

230. Given the current trends and the increased workload anticipated in 2012/13 (see table below), it is proposed that one general temporary assistance position of Human Resources Officer (P-3) be continued to support the Department in its relationship with the Office of Administration of Justice.

Table
Case workload

Type of case	*2008*	*2009*	*2010*	*2011*[a]
Management Evaluation Unit/United Nations Dispute Tribunal	33	50	86	160
Ombudsman	37	25	40	70
Total	**70**	**75**	**126**	**230**

[a] Figures are actual as at 31 January 2012.

Recruitment, Outreach and Career Development Section

Human Resources Officers (Occupational Groups) (12 P-3 positions, 6 months, continuation)

Human Resources Assistants (Occupational Groups) (4 GS (OL) positions, 6 months, continuation)

231. The current staffing establishment of the Recruitment, Outreach and Career Development Section comprises 13 continuing posts (1 P-5, 2 P-4, 4 P-3, 1 P-2, 5 GS (OL)) across three units (the Recruitment Unit, the Outreach Unit and the Career Development Unit, which also deals with succession planning) and 16 general temporary assistance positions, funded from the support account.

232. The Organization has embarked on the establishment of a talent management framework that addresses the proposals contained in the report of the Panel on United Nations Peace Operations in four main areas: workforce planning; recruitment and staffing; career development; and performance management. To this effect, in 2010, the Office of Human Resources Management promulgated a new staff selection system (see ST/AI/2010/3) in which the function of occupational group manager was established as essential for the implementation of this framework. Occupational group managers and assistants support the administration of applications for posts in peacekeeping operations through the talent management framework, servicing over 550 rosters for 24 occupational groups, as listed in detail in the Secretary-General's report on the budget for the support account for peacekeeping operations for the period from 1 July 2010 to 30 June 2011 (A/64/697). Since the functions of occupational group managers and assistants were established in 2009/10, experience has demonstrated the need for the current level of capacity to be continued in order to ensure a distribution of workload that is aligned with the various portfolios of the subject-matter experts to implement staffing reforms in line with the talent management framework. The additional workload requirement is a result of the implementation of the staff selection system (see ST/AI/2010/3) and of the Organization's need to attract and retain enough people to serve in peacekeeping missions and its ability to manage the demand.

233. Given that the functions are vital to the rostering approach and to the successful implementation of Inspira, the Organization's talent management system, it is proposed that general temporary assistance for 72 person-months for Human Resources Officers (P-3) and 24 person-months for Human Resources Assistants (GS (OL)) be continued, for a duration of a six-month period, after which the functions are proposed to be undertaken at the United Nations Support Base in Valencia.

234. The variance is attributable to the transfer of human resources functions in connection with occupational groups and rostering exercises for the field currently undertaken at Headquarters whereby the related general temporary assistance positions are proposed to be established in the budget of UNLB for 2012/13. The aggregate budgeted financial impact of the change in location of the occupational group functions would result in a decrease owing to the difference in standard rates for post and non-post resources and the difference in the application of delayed recruitment rates between duty stations. Actual expenditures will be reported in the context of the 2012/13 performance reports. Furthermore, the variance is attributable to the impact of the vacancy rate of 25.4 per cent and 6.8 per cent

applied to the computation of requirements for the continuing Professional and General Service category general temporary assistance positions, respectively, for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category).

	Cost estimates	*Variance*	
Consultants	$30.0	($63.1)	(67.8%)

235. The consultancy requirements are as follows.

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Maintenance of Nucleus database	5	30 000	Not applicable
Total		**30 000**	

236. An amount of $30,000 is proposed for the engagement of a consultant with technical expertise for five person-months in order to provide ongoing technical support for the maintenance of Nucleus, a legacy system for the recruitment, selection and bringing on board of staff serving in the field, until the transition to Inspira has been completed by the end of the 2012/13 period, at which point the old system will be discontinued. Nucleus is a mission-critical application that currently supports the recruitment, selection and bringing on board of staff by the Field Personnel Division and field missions, provides human resources administration functions for locally recruited staff and maintains electronic records for transfer to Inspira and Umoja once those mechanisms have been implemented in the field. This consultancy has been in place since the inception of Nucleus in 2004, with a break in requested funding in 2010/11 owing to expectations of a roll-out of Inspira to the field, and is required for continued service. In accordance with the Organization's policy and in line with General Assembly resolutions, no further development of Nucleus will be undertaken beyond the requirements for continued use.

237. The variance in consultancy resources reflects the change in requirements associated with non-recurring initiatives whereby external expertise is not available within the Untied Nations system, in particular, with regard to the update of content in e-learning modules for which a provision was included in the 2011/12 budget, which will be completed in the current financial period. The variance in the cost of the recurring maintenance of Nucleus is attributable to the fact that the transition phase of Nucleus to Inspira has been initiated, which requires continuation of support but at a somewhat reduced level from prior years.

	Cost estimates	*Variance*	
Official travel	$328.2	($46.0)	(12.3%)

238. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/consultation	150 600	Direct personnel administrative support (including recruitment, travel and administration of contracts, salaries, allowances, benefits, claims and entitlements) for 49 IMIS functionalities to all field operations and for 79 functionalities for operations without delegated human resources management authority for 7,900 international staff, travel for 2,300 military observers and 13,000 police personnel
Technical support	40 400	2,000 field personnel provided with career support through e-mail, as well as a 20 per cent increase in the number of hits to frequently asked questions on the career development website
Seminars/conferences/workshops	137 200	3 meetings organized of the Field Joint Negotiation Committee and participation in the annual Staff-Management Committee meeting to improve staff-management relationships 5 outreach activities at industry-specific job fairs and in Member States, including troop- and police-contributing countries
Total	**328 200**	

239. An amount of $150,600 is proposed for travel to undertake the following mission planning/assessment/consultation activities: to monitor and support the redeployment of functions, including identifying challenges associated with the move from Headquarters to UNLB and from peacekeeping operations to the Regional Service Centre, in the context of the global field support strategy ($56,400); to identify issues the missions are facing after the delegation of authority and also to review the structures and workflow within the human resources sections ($38,400); to provide strategic guidance on the downsizing of UNMIT and ensure that all necessary actions are taken to ensure a smooth liquidation phase in the event of the Mission's closure, including advice on pending and/or complex issues pertaining to staff administration ($33,000); to identify key issues pertaining to staffing requirements, staffing structures and classification of posts; and to work with the missions on strategies to address related challenges with respect to the high vacancy rates in UNMISS and UNAMID and drawdown of significant staff levels in MINUSTAH ($22,800).

240. An amount of $40,400 is proposed for travel to undertake the following technical support activities: to provide career development advice through town hall meetings, groups sessions and individual one-to-one counselling on career development opportunities in order to enhance mobility, increase the retention rate of staff, promote staff development and train human resources staff in UNAMID as well as assess the efficiency of the work distribution within the Human Resources Section.

241. An amount of $137,200 is proposed for travel to participate in the following seminars/conferences/workshops: the annual meeting of the Staff-Management Committee to provide advice and guidance on staff-management issues relating to peacekeeping operations, including issues relating to mobility and conditions of

service in the field; the International Civil Service Commission meeting on conditions to represent field views in the policymaking process approved by the Commission; quarterly meetings of the Field Joint Negotiation Committee; 2012/13 Senior Mission Administration and Resource Training Programme to receive training; the annual international conference for women engineers and scientists, international aviation job fair and European supply chain and logistics summit to encourage female applicants in the relevant occupational groups; and general outreach visits to troop- and police-contributing countries to raise awareness of opportunities for recruitment in peacekeeping operations.

242. The variance is attributable to reduced travel from Headquarters to the field as a result of the transfer of functions from Headquarters to the United Nations Support Base. Furthermore, travel rates from Valencia to peacekeeping operations may be lower compared with travel rates from New York to peacekeeping operations.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$95.0	$70.0	280.0%

243. It is proposed that an amount of $95,000 be provided for the cost of promotional materials associated with outreach activities, recruitment advertising in various publications and packing and shipping costs associated with the transfer of files to UNLB in the context of the global field support strategy.

244. The variance is attributable to the transfer of staff files to UNLB, for which a provision was not included in the 2011/12 budget.

4. Logistics Support Division

(a) Results-based-budgeting framework

245. The mandate of the Logistics Support Division was established by the General Assembly in its resolution 56/241. The functions of the Division are set out in ST/SGB/2010/2.

246. The Logistics Support Division is responsible for implementing and monitoring policies and procedures for all logistics issues in field operations. The Director provides strategic policy guidance, the vision for long- and short-term roles and objectives of the Division and senior level decision-making on logistics matters, including ensuring environmental management at Headquarters and in field operations. The Division coordinates its activities with and provides direction to its counterparts at UNLB, including the Regional Aviation Safety Office, the Geospatial Information Service Centre and the Engineering Standardization and Design Centre. The Division will contribute to the implementation in the Regional Service Centre at Entebbe of projects related to integrated movement planning and operations in East and Central Africa so as to optimize available assets and provide a better service in a more cost-effective manner. The Division will also continue to coordinate, with the Umoja team, the integration of supply chain management processes compliant with IPSAS. Furthermore, the Division proposes structural changes in the context of the global field support strategy, which include the redeployment of functions to the Global Service Centre at UNLB and corresponding resources proposed in the budget of UNLB for 2012/13. The restructuring of the Division is proposed in line with the global field support strategy and its objective

of enabling DFS at Headquarters to better focus on setting strategic direction, exercising oversight and taking policy decisions in close coordination with Member States and troop- and police-contributing countries.

247. The Division currently comprises the Operational Support Service, the Specialist Support Service and the Transport and Movement Service. The proposed restructuring of the Division is detailed in the paragraphs below.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 The Security Council is provided, within 3 days of request, with up-to-date geospatial information service data, satellite imagery and thematic analysis maps relating to matters in question (2010/11: 3 days; 2011/12: 3 days; 2012/13: 3 days)
	1.2 100 per cent compliance with memorandums of understanding signed during the reporting period with troop- and police-contributing countries in respect of logistics-related major equipment and categories of self-sustainment (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- Implementation of all recommendations of the Board of Auditors regarding management of field logistics outstanding from the previous reporting period
- 12 predeployment visits to troop- and police-contributing countries to assess logistics support capabilities and to advise Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment
- 12 logistical and technical support briefings to permanent missions and troop- and police-contributing countries
- 14 briefings at conferences and to troop- and police-contributing countries on the medical support concept in peacekeeping operations
- 1 technical workshop on the management of boundary issues and effective responses to border crises

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Identification and deployment, within 90 days of Security Council mandates, of strategic deployment stocks, other logistic equipment and air assets to support start-up teams and initial troop or police deployments (2010/11: 90 days; 2011/12: 90 days; 2012/13: 90 days)

Outputs

- Maintenance of 100 active logistics-related system contracts available to field operations
- 2 proposals for phase 2 of new service package modules in support of the implementation of the global field support strategy

- **Support for the formulation of 3 country-level United Nations common services agreements to establish cooperation and coordination of support between United Nations agencies, funds and programmes collaborating in integrated missions, under the Integration Steering Group mandate**
- **Production of 3 versions of the global digital map including gazetteers at varied required scales**

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effecti[illegible] f peacekeeping operations	3.1 Increase in the compliance rate with recommendations from aviation safety assistance visits to peacekeeping operations (2010/11: 85 per cent; 2011/12: 87 per cent; 2012/13: 88 per cent)
	3.2 Increase in the number of passengers transported for intra-mission travel using commercially contracted long-term aircraft in peacekeeping operations (2010/11: not applicable; 2011/12: 48,000; 2012/13: 50,000)
	3.3 Increase in the number of troops rotated by regional air support assets (2010/11: 50,000; 2011/12: 55,000; 2012/13: 60,000)
	3.4 Increase in the physical verification of inventories of non-expendable property in field operations (2010/11: 95 per cent of all non-expendable property; 2011/12: 97 per cent; 2012/13: 98 per cent)
	3.5 Increase in the rate of reconciliation of discrepancies and the accuracy of property management records in field operations (2010/11: 85 per cent; 2011/12: 90 per cent; 2012/13: 92 per cent)
	3.6 Improvement in the completeness of key vehicle accident data recorded by field missions in the database (2010/11: not applicable; 2011/12: 70 per cent; 2012/13: 85 per cent)
	3.7 Increased development of global systems contracts to cover 90 per cent of fleet spare parts inventory, to reduce vehicle downtime and spare parts lead time (2010/11: not applicable; 2011/12: 80 per cent; 2012/13: 90 per cent)
	3.8 Increased compliance with established spare parts holding policies for light passenger and specialized vehicles (2010/11: not applicable; 2011/12: 98 per cent; 2012/13: 99 per cent)
	3.9 Geographic information systems data replication is routinely running between field operations and Headquarters, enabling a common data set utilization (2010/11: 0 missions; 2011/12: 1 mission; 2012/13: 3 missions)

3.10 85 per cent of mission aviation reports are in full compliance with aviation regulations (2010/11: 65 per cent of reports; 2011/12: 75 per cent of reports; 2012/13: 85 per cent of reports)

3.11 Increase in the utilization of fixed-wing aircraft as opposed to rotary-wing aircraft, in 50 per cent of 12 targeted airfields through improved airfield infrastructure and integrated transport planning (2010/11: 17 per cent of targeted mission airfields; 2011/12: 33 per cent of targeted mission airfields; 2012/13: 50 per cent of 12 targeted airfields)

3.12 40 per cent reduction in aircraft fuel consumption in all peacekeeping missions (2010/11: 10 per cent; 2011/12: 15 per cent; 2012/13: 40 per cent)

Outputs

- 28 technical assessments and on-site inspections in the areas of aviation safety compliance and logistics of field operations, of air operators of national civil aviation authorities and United Nations-registered air carriers and vendors
- Mission support plans for the transition of 4 field operations from one life cycle phase to the next (from start-up to sustainability to drawdown to liquidation)
- 10 technical medical assessment reports in field operations and medical predeployment visits to 3 troop- and police-contributing countries
- Promulgation of a comprehensive water policy to provide policy guidance on water resource development, management and quality control of water supply for all peacekeeping operations and UNSOA
- 4 engineering assessment reports in field operations to review progress of construction and engineering projects, and to monitor the effectiveness of goods and services obtained under system contracts
- Assessment report of the effectiveness and progress of geographic information systems operations in 4 field operations
- Maintenance of 1 multi-year, long-term contract for a widebody passenger aircraft to support strategic troop movements in support of global troop rotations in peacekeeping operations
- 1 road safety guideline to standardize road safety practices and 1 directive on recording road accidents
- Formulation and updates of guidelines in 6 manuals/catalogues/handbooks covering property management, boundary and border demarcation, fuel management, medical equipment, movement control and aviation, and 3 Secretariat issue papers proposing amendments to the contingent-owned equipment manual for consideration by the Working Group

External factors

Troop- and police-contributing countries will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops, formed police unit personnel and contingent-owned equipment; and vendors and suppliers will be able to deliver goods and services on time

(b) Human resources requirements

Category	Approved support account posts 2011/12	Redeployment, reassignment, reclassification, abolishment	General temporary assistance conversions	Additional new posts requested	**Total proposed 2012/13**	Change
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	—	—	—	—	**—**	—
D-1	3	(1)	—	—	**2**	(1)
P-5	9	—	—	—	**9**	—
P-4	39	(4)	—	—	**35**	(4)
P-3	53	(8)	—	—	**45**	(8)
P-2/P-1	—	—	—	—	**—**	—
Subtotal	**104**	**(13)**	**—**	**—**	**91**	**(13)**
General Service and other						
Principal level	3	(1)	—	—	**2**	(1)
Other level	41	(9)	—	—	**32**	(9)
Subtotal	**44**	**(10)**	**—**	**—**	**34**	**(10)**
Total	**148**	**(23)**	**—**	**—**	**125**	**(23)**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	22 113.2	21 697.4	18 714.8	(2 982.6)	(13.7)
II. Non-post resources					
General temporary assistance	591.3	498.0	132.5	(365.5)	(73.4)
Consultants	123.5	196.4	46.6	(149.8)	(76.3)
Official travel	893.6	964.0	820.0	(144.0)	(14.9)
Other supplies, services and equipment	77.7	—	—	—	—
Subtotal II	**1 686.1**	**1 658.4**	**999.1**	**(659.3)**	**(39.8)**
Total	**23 799.3**	**23 355.8**	**19 713.9**	**(3 641.9)**	**(15.6)**

(d) Justification of posts

248. In line with the global field support strategy and the organizational design recommendations proposed in the context of the structural review of the Division, it is proposed that functions that are operational in nature and closely related to the time-sensitive delivery of support services to field missions be redeployed to

UNLB, with corresponding resources reflected in its budget. The aim of the reorganization of functions is to improve support and service delivery to field operations by integrating these service-delivery oriented functions with capacities already existing and yielding benefits to the field from the Global Service Centre. The strategic functions that require interaction with Member States and the legislative bodies as well as coordination with other departments and offices at Headquarters will continue to be performed by the Division, thus ensuring that quality service is continued at Headquarters.

249. The functions to be performed at UNLB as well as the newly proposed structure are explained in the report of the Secretary-General on the budget of UNLB for 2012/13.

Operational Support Service

250. The current staffing establishment of the Operational Support Service comprises 32 continuing posts (1 D-1, 2 P-5, 7 P-4, 13 P-3, 1 GS (PL), 8 GS (OL)) funded from the support account. The Service consists of the Office of the Chief, the Logistics Operations Section, the Aviation Safety Section and the Strategic Deployment Stocks Unit.

Office of the Chief

Abolishment of two posts (1 D-1 Chief of Operational Support Service, 1 GS (OL) Administrative Assistant), to be established in the Office of the Director of UNLB

251. The Office of the Chief comprises two continuing posts (1 D-1, 1 GS (OL)) funded from the support account. It is proposed that the Office of the Chief of the Operational Support Service be abolished, including its two continuing posts of Chief (D-1) and Administrative Assistant (GS (OL)). It is proposed that those posts be established in the Office of the Director of UNLB in the context of its reprofiling as a Global Service Centre, in line with the requirements of the global field support strategy, which seeks to consolidate the Organization's capacity to support multidimensional, varied field missions and to adapt, in a flexible manner, to their expansion or contraction. The distinguishing characteristic of such a support structure would be its ability to calibrate its support model to the multiple dimensions of each field mission and to related needs at the global and regional levels. To achieve the goal of timelier mission deployment and improved mission support, the Global Service Centre, with the optimal placement of service-delivery sources, is designed to combine material resources and enabling capabilities to deliver predefined modules for goods and services to the field.

252. As the proposed structural change and abolishment of posts would result in the loss of the Service Chief at Headquarters, and as it is proposed that the functions of the Strategic Deployment Stocks Unit be redeployed to the Global Service Centre, as explained below, it is proposed that the remaining capacities, namely those of the Logistics Operations Section and the Aviation Safety Section, remain at Headquarters and report directly to the Director of the Division.

Logistics Operations Section

Abolishment of two posts (1 P-3 Logistics Officer, 1 GS (OL) Logistics Assistant), to be established in the Assets Management Section of UNLB

253. The Logistics Operations Section comprises 20 continuing posts (1 P-5, 5 P-4, 9 P-3, 5 GS (OL)) funded from the support account. It is proposed that certain mission liquidation-related functions, located in the Logistics Operations Section of the Logistics Support Division at Headquarters, be fully integrated in the structure of UNLB, with a direct reporting line to the Logistics Base, in the context of its reprofiling as a Global Service Centre, in order to improve service delivery to field missions. Accordingly, it is proposed that the two continuing posts of Logistics Officer (P-3) and Logistics Assistant (GS (OL)) be abolished in the Logistics Operations Section and established in the Assets Management Section of the Global Service Centre at UNLB.

254. The Logistics Operations Section will continue to carry out the Section's mandate at Headquarters and some aspects of liquidation with strategic dependencies.

Strategic Deployment Stocks Unit

Abolishment of four posts (1 P-4 Chief of Strategic Deployment Stocks, 1 P-3 Strategic Deployment Stocks Operational Officer, 1 GS (PL) Finance Assistant, 1 GS (OL) Operational Assistant), to be established in the Office of the Chief, Logistics Service/Strategic Deployment Stocks Unit of UNLB

255. The Strategic Deployment Stocks Unit comprises four continuing posts (1 P-4, 1 P-3, 1 GS (PL), 1 GS (OL)) funded from the support account. It is proposed that the overall management of the strategic deployment stocks, including planning, policy and procedures development, monitoring, and reporting capabilities on inventory and composition aimed at ensuring readiness, rapid deployment and replenishment currently located in the Logistics Operations Section at Headquarters, be fully integrated in the structure of UNLB, with a direct reporting line to the Logistics Base, in the context of its reprofiling as a Global Service Centre. Consistent with the proposal that global asset management be exercised by UNLB, and recognizing the key role of strategic deployment stocks as a capability in the modularization programme, the proposal would maintain the integrity of supply chain management.

256. Accordingly, it is proposed that the Strategic Deployment Stocks Unit and its four continuing posts of Chief (P-4), Operational Officer (P-3), Finance Assistant (GS (PL)) and Operational Assistant (GS (OL)) be abolished and established in the Office of the Chief, Logistics Service of UNLB.

257. Overall, the remaining components of the Operational Support Service would set up the strategic planning and policy capacity and assist the Director of the Division with the proposed reorganization of the Division and implement the new structure in line with its new role.

Specialist Support Service

258. The current staffing establishment of the Specialist Support Service comprises 60 continuing posts (1 D-1, 4 P-5, 17 P-4, 20 P-3, 1 GS (PL), 17 GS (OL)) and two

general temporary assistance positions funded from the support account. The Service consists of the Office of the Chief, the Engineering Section, the Supply Section, the Contingent-Owned Equipment and Property Management Section, the Medical Section and the Cartographic Section.

Supply Section

Abolishment of one post (1 P-4 Supply Officer), to be established in the Office of the Director of UNLB

Abolishment of three posts (1 P-4 Supply Officer, 2 GS (OL) Supply Assistants), to be established in the Customer Service Unit of the Office of the Chief, Logistics Service of UNLB

Abolishment of one post (1 P-3 Supply Officer), to be established in the Central Warehouse and Distribution Section of UNLB

259. The Supply Section comprises 22 continuing posts (1 P-5, 5 P-4, 10 P-3, 6 GS (OL)) funded from the support account. It is proposed that five posts (2 P-4, 1 P-3 and 2 GS (OL)) be abolished in the Supply Section and established in the Global Service Centre at UNLB, to optimize service and better support clients by supporting supply policy, guidance and training established at Headquarters, as well as mission-specific acquisition planning; and integrating strategic deployment stocks, United Nations reserves and mission asset management in a comprehensive supply-chain management capability.

260. Accordingly, it is proposed that five continuing posts in the Supply Section be abolished, and be established in the Office of the Director, Office of the Chief, Logistics Service and Central Warehouse and Distribution Section of UNLB, as indicated in the above heading.

261. The Supply Section at Headquarters would continue to carry out its mandate, with specific emphasis on supply policy and guidance development, compliance monitoring, supply-related life support and systems contracts, and quality assurance/quality control in fuel operations management, rations supply and general supply. Further, it is proposed to change the name of the Specialist Support Service to the Strategic Support Service to emphasize its strategic role at Headquarters.

Engineering Section

Abolishment of five posts (3 P-3 Engineer Officers, 2 GS (OL) Logistics Assistants), to be established in the Engineering Standards and Design Centre of UNLB

Abolishment of two posts (1 P-4 Engineer Officer, 1 P-3 Engineer Officer), to be established in the Assets Management Section of UNLB

262. The Engineering Section comprises 14 continuing posts (1 P-5, 3 P-4, 7 P-3, 3 GS (OL)) funded from the support account. It is proposed that engineering-related operational and asset management support to field operations, currently located in the Engineering Section of the Logistics Support Division at Headquarters, be integrated in the structure of UNLB, with a direct reporting line to the Logistics Base.

263. Accordingly, it is proposed that seven continuing posts of Engineer Officers (1 P-4, 4 P-3) and Logistics Assistants (2 GS (OL)) in the Engineering Section be

abolished and be established in the Engineering Standards and Design Centre of UNLB (3 P-3, 2 NGS) and the Assets Management Section of UNLB (1 P-4 and 1 P-3).

264. The Engineering Section at Headquarters will continue to carry out its mandate, with specific emphasis on policy development and compliance monitoring; long-term mission planning; engineering-related systems contract management; internal and external performance audits; and quality assurance.

Transportation and Movement Service

Surface Transport Section

Abolishment of three posts (1 P-3 Transport Officer, 2 GS (OL) Transport Assistants), to be established in the Assets Management Section of UNLB

265. The current staffing establishment of the Transportation and Movement Service comprises 47 continuing posts (1 D-1, 3 P-5, 12 P-4, 19 P-3, 1 GS (PL), 11 GS (OL)) and 1 general temporary assistance position funded from the support account. The Service consists of the Office of the Chief, the Air Transport Section, the Surface Transport Section and the Movement Control Section.

266. The Surface Transport Section comprises 13 continuing posts (1 P-5, 3 P-4, 6 P-3, 3 GS (OL)) funded from the support account. It is proposed that the functions of spare parts management, asset management, accounting and replenishment of vehicles and equipment inventory, currently located in the Surface Transport Section of the Logistics Support Division at Headquarters, be fully integrated in the structure of UNLB, with a direct reporting line to the Logistics Base, in the context of its reprofiling as a Global Service Centre. Consistent with the proposed transfer of functions of the Strategic Deployment Stocks Unit to UNLB, this proposed transfer aims to further improve replenishment of vehicles and equipment inventory as a result of better coordination between UNLB, field operations and Headquarters. Efficiency is expected to increase by eliminating repetitive transaction processes in the establishment of individual contracts for spare parts, allowing for better price negotiations and also minimizing the risk of spurious parts entering the supply chain. Similarly, effective monitoring and controlling of field missions holding of spare parts will achieve optimum utilization of the vehicle and equipment spare parts inventory stock, thus contributing to ensure the efficient utilization of funds.

267. Accordingly, it is proposed that three continuing posts of Transport Officer (P-3) and Transport Assistants (2 GS (OL)) be abolished in the Surface Transport Section and be established in the Assets Management Section of UNLB. Further, it is proposed to change the name of the Transportation and Movement Section to the Strategic Transport Service to emphasize its strategic role at Headquarters.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$18 714.8	($2 982.6)	(13.7%)

268. The provision of $18,714,800 would cover salaries, common staff costs and staff assessment for the 125 continuing posts in respect of which a delayed recruitment factor of 15.9 per cent (Professional category) and 7.9 per cent (General

Service category) was applied. The variance is attributable to the proposed abolishment of 23 continuing posts and to the impact of the vacancy rate of 15.9 per cent applied to the computation of requirements for the continuing Professional category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category); offset in part by the budgeted vacancy rates for 2012/13 applied to the computation of requirements for the continuing General Service category posts of 7.9 per cent, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category).

	Cost estimates	*Variance*	
General temporary assistance	$132.5	($365.5)	(73.4%)

269. The amount of $132,500 would cover the continuation of one general temporary assistance position, as follows.

Transportation and Movements Service

Air Transport Section

Airfield and Air Terminal Unit

Air Transport Officer (1 P-3 position, continuation)

270. The current staffing establishment of the Air Transport Section comprises 19 continuing posts (1 P-5, 8 P-4, 5 P-3, 1 GS (PL), 4 GS (OL)) and one general temporary assistance position funded from the support account. The Section is responsible for providing air assets, as well as all related airfield and aviation ground services and aviation ground support services, to facilitate the execution by field operations of mandated tasks, while ensuring that contracted services comply with the requirements of the United Nations and ICAO Standards and Recommended Practices; providing strategic guidance and coordination to ensure the provision of effective logistic capabilities in terms of air support and airfield/air terminal and air/ground support services in support of field operations; fulfilling other air transportation requirements during the life cycle of field operations, including start-up, sustainment, transition and liquidation; and planning and conducting training courses, workshops and seminars for the development of aviation specialists in field operations and at Headquarters.

271. Aviation support provided to missions will remain hazardous or impossible unless the aviation infrastructure is improved to at least minimum ICAO Standards. The requirements of field operations have expanded significantly, which necessitate substantial airport development and provision in most places. For example, multiple airports used by United Nations aircraft in certain countries and regions have runway lighting and marking that are inadequate and do not meet the safety criteria established by ICAO for airfields used by large passenger aircraft. Furthermore, the current service agreement with ICAO requires continuous oversight, quality assurance and management of several aerodrome implementation projects. Without it, projects will risk lack of financial control and regulatory compliance as well as failure to achieve mission mandates.

272. In this context, it is proposed that one general temporary assistance position of Air Transport Officer (P-3) be continued as the aviation ground aerosystems

mechanical specialist to oversee the management of the airfield development plan and rehabilitation projects for field operations. The incumbent would be responsible for directing the planning and provision of aerospace ground support equipment requirements to support aircraft handling, refuelling, passenger handling, cargo handling, airfield and air terminal security standards and equipment, emergency crash rescue vehicles and equipment in missions. Furthermore, the incumbent would be responsible for requirements for staff levels, qualifications and experience, for providing guidance to missions, drafting statements of work, developing requests for proposals for contractors, preparing the statements of work for aircraft support units of troop-contributing countries, determining equipment specifications, liaising closely with other sections to establish budgets and systems contracts for equipment and vehicles, and providing guidance on training requirements.

273. The variance is attributable to the continuation of one general temporary assistance position compared with the three positions approved for 2011/12, and to the impact of the vacancy rate of 25.4 per cent and 6.8 per cent applied to the computation of requirements for the continuing Professional and General Service category general temporary assistance positions, respectively, for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category).

	Cost estimates	*Variance*	
Consultants	$46.6	($149.8)	(76.3%)

274. The consultancy requirements are as follows.

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Review and update of the fuel operations manual	3	20 300	Formulation and updates of guidelines in 6 manuals/catalogues/handbooks covering property management, boundary and border demarcation, fuel management, medical equipment, movement control and aviation, and 3 Secretariat issue papers proposing amendments to the contingent-owned equipment manual for consideration by the Working Group
Property benchmarking study	3	13 300	
Development of international boundary demarcation handbook	4	13 000	
Total		**46 600**	

275. An amount of $20,300 is proposed for the engagement of a consultant with technical expertise for three person-months to review and update the fuel operations manual, which was developed in 2007/08 and has not been since updated, with the latest relevant United Nations policies and the inputs and lessons learned from fuel operations practices in the field, as well as the latest professional developments in the oil industry.

276. An amount of $13,300 is proposed for the engagement of a consultant with technical expertise for three person-months to undertake a benchmarking study of property management to enhance the performance management framework for property management, including a review of the composition of the existing key performance indicators, targets and tolerances and reporting structure, which would

then be aligned with industry best practices. External benchmarking will compare the Department's existing measurement and evaluation framework with the industry best practices, with the aim of increasing performance through improved performance measurement. This will enable the Department to strengthen its global oversight, performance analysis and quality assurance function and to achieve efficiency gains in terms of utilization of the Organization's physical resources. The consultancy is required as an external quality assurance measure to validate the Organization's performance management system with respect to property management. The Board of Auditors has recommended that DFS improve the key performance indicators for property management by making them more practical and complete (report of the Board of Auditors on United Nations peacekeeping operations for the period from 1 July 2010 to 30 June 2011, A/66/5 (Vol. II), para. 91).

277. An amount of $13,000 is proposed for the engagement of a consultant with technical expertise for four person-months to develop a first-time international boundary handbook of standard boundary demarcation guidelines together with the Cartographic Section in the areas of border demarcation and river boundary demarcation, which would serve as a training manual for United Nations peacekeepers, staff and the African Union as well as governmental officials involved in related peacekeeping activities. Given the demands with respect to border crisis on the Security Council and DPKO and support for the African Union Border Programme, it is necessary to develop a handbook that would cover guidelines on boundary demarcation requirements and planning, preparatory works, analysis of documents (treaties, boundary agreements, maps) related to boundary demarcation, preparation of maps for decision-making purposes and delineation of boundary lines based on high-resolution satellite imagery, survey of boundary lines and obtaining coordinates using contemporary global position satellite equipment, and physical demarcation of the boundary on the ground.

278. The variance in consultancy resources reflects the change in requirements associated with non-recurring initiatives whereby external expertise is not available within the United Nations system, in particular, with regard to ISO certification and verification of aviation operations, for which a provision was included in the 2011/12 budget, which will be completed in the current financial period.

	Cost estimates	*Variance*	
Official travel	$820.0	($144.0)	(14.9%)

279. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	587 300	12 predeployment visits to troop- and police -contributing countries to assess logistics support capabilities and to advise Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment 2 proposals for phase 2 of new service package modules in support of the implementation of the global field support strategy

Type of travel	*Amount*	*Output reference*
		Support for the formulation of 3 country-level United Nations common services agreements to establish cooperation and coordination of support between United Nations agencies, funds and programmes collaborating in integrated missions, under the Integration Steering Group mandate
		28 technical assessments and on-site inspections, in the areas of aviation safety compliance and logistics of field operations, of air operators of national civil aviation authorities, United Nations-registered air carriers and vendors
		Assessment report of the effectiveness and progress of geographic information systems operations in 4 field operations
		Maintenance of 1 multi-year, long-term contract for a widebody passenger aircraft to support strategic troop movements in support of global troop rotations in peacekeeping operations
Technical support	198 200	12 logistical and technical support briefings to permanent missions and troop- and police-contributing countries
		Maintenance of 100 active logistics-related system contracts available to field operations
		Mission support plans for the transition of 4 field operations from one life cycle phase to the next (start-up to sustainability to drawdown to liquidation)
		10 technical medical assessment reports in field operations and medical predeployment visits to 3 troop- and police-contributing countries
		Promulgation of a comprehensive water policy to provide policy guidance on water resource development, management and quality control of water supply for all peacekeeping operations and UNSOA
		4 engineering assessment reports in field operations to review progress of construction and engineering projects, and to monitor the effectiveness of goods and services obtained under system contracts
Seminars/conferences/workshops	34 500	1 road safety guideline to standardize road safety practices and 1 directive on recording road accidents
		Formulation and updates of guidelines for 6 manuals/catalogues/handbooks covering property management, boundary and border demarcation, fuel management, medical equipment, movement control and aviation, and 3 Secretariat issue papers proposing amendments to the contingent-owned equipment manual for consideration by the Working Group
Total	**820 000**	

280. An amount of $587,300 is proposed for travel to undertake the following mission planning/assessment/consultation activities: to assess the delivery of logistics goods and services to field operations and coordinate improvements with the Department's senior management and other Secretariat departments, in consultation with Member States ($87,200); to assess and review the missions' logistical operations, including material resource plans for new peacekeeping missions, the application of the strategic deployment stocks mapping exercise, the

streamlining of inventories and overcoming of slow-moving assets to promote faster rotation of stocks and the changes to accommodate modularization, the availability of standard medical care for peacekeepers, air operations and aviation safety, the regional aviation safety programme, the support capabilities of the formed contingents for assigned roles in peacekeeping operations, and transportation and movement services between Headquarters and field operations, and to engage in consultations and negotiations for the development of common services agreements and memorandums of understanding ($325,400); to provide guidance and support for the implementation of IPSAS-compliant accounting for property, plant and equipment and inventories, and for oversight and technical assistance for monitoring of performance in property management ($23,200); to assess the effectiveness of implementation of the contingent-owned equipment software application in UNIFIL to determine whether enhancements are required prior to further deployment to other missions ($22,800); and to assess and evaluate the effectiveness of geospatial information service set-up and support, operations of military engineer units and the functional status of the integrated medical support deployment in missions, to acquaint troop-contributing countries with the United Nations medical concept of operations, and to monitor compliance of fuel operation standards and procedures ($128,700).

281. An amount of $198,200 is proposed for travel to undertake the following technical support activities: predeployment visits to troop- and police-contributing countries to assess logistics support capabilities and advise Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment ($52,200); discussions and meetings to develop concepts and plans and to implement provision of infrastructure, aircraft and techniques to introduce a new fuel-efficient, cost-effective and operationally effective fleet of aircraft worldwide and conduct of environmental assessments ($57,900); provision of advice to the African Union in the areas of geographic information service, border demarcation, border mapping and border information, technical inspection of systems contracts and medical stockpiles in vendor warehouses, monitoring of the power supply, fuel and rations systems, and standards implementation ($88,100).

282. An amount of $34,500 is proposed for travel to participate in seminars/ conferences/workshops: workshop on natural resources management in crisis contexts organized by the United Nations Environment Programme and the Department of Political Affairs; workshop of the Steering Committee on Common Services chaired by WFP; convention organized by the National Business Aviation Association and conference of the world military aviation industry, which both provide United Nations aviation specialists with deep insight into the latest developments in the aviation industry; Farnborough International Airshow for exposure to new aviation product selection and aircraft operational uses; meeting of the United Nations Committee of Experts on Global Geographic Information Management, which will focus on effective collaboration in the field of global geospatial information and its management; annual United Nations-European Union workshop on coproduction strategies and processes for global maps and geo-database production with participating organizations and institutions; conference organized by the Division to acquaint vendors with the bidding process for systems contracts; medical leadership workshop organized by the International Committee of Military Medicine and Pharmacy to acquire updated knowledge, improve skills and gain additional experience in military medicine; and the Fuel Forum organized by the

International Air Transport Association to acquire updated knowledge/information on latest industry standards and practices.

283. The variance is attributable to reduced travel from Headquarters to UNLB, primarily as a result of the transfer of operations from Headquarters to the Logistics Base in the context of the global field support strategy.

5. Information and Communications Technology Division

(a) Results-based-budgeting framework

284. The mandate of the Information and Communications Technology Division was established by the General Assembly in its resolution 61/279. The functions of the Division are set out in the Secretary-General's bulletin on the organization of DFS (ST/SGB/2010/2).

285. The Division delivers voice, video, high-speed data, network and field-specific systems and applications for peacekeeping operations as well as DPKO and DFS at Headquarters. The Division's priority is to ensure the provision of information and communications technology services to peacekeeping operations and UNSOA through UNLB and the United Nations Support Base at Valencia, and to provide technology-based solutions for DFS and DPKO and for peacekeeping operations. The Division will focus on providing ongoing information and communications technology support services to the Departments at Headquarters and automated solutions that would support UNLB, the United Nations Support Base at Valencia and the Regional Service Centre at Entebbe.

286. It is proposed that the responsibility and remaining operations of the satellite earth station at Headquarters, after the streamlining of services and relocation of links to UNLB, be transferred to the Office of Information and Communications Technology of the Department of Management. Further information is included in the Division's proposal set out below.

287. The Division comprises the Office of the Director, the Field Communications and Information Technology Operations Service and the Field Technology and Security Operations Section.

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Communications links established within 24 hours of arrival of the communications and information technology equipment in a new peacekeeping operation (2010/11: 24 hours; 2011/12: 24 hours; 2012/13: 24 hours)

Outputs

- Information and communications technology support for new peacekeeping operations in response to newly established Security Council mandates

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 80 per cent increase in the satisfaction rate with information and communications technology services provided by the Division to peacekeeping operations (2010/11: 80 per cent; 2011/12: 60 per cent; 2012/13: 80 per cent)

Outputs

- Information and communications technology support for the call centre, field network and field applications, and disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOA
- 3,908 audio and videoconferencing services provided to field operations, including technical and day-to-day operational support
- The statement of work and technical evaluation for 10 planned systems contracts and monitoring and administration of 39 existing systems contracts for information and communications technology services and equipment
- 17 disaster recovery plans for field operations tested and updated and 4 disaster recovery reconstitution exercises
- Guidance document on optimization and realignment of the satellite network for all peacekeeping operations and UNSOA to ensure satellite links are adequately sized and configured to provide high-quality technology
- Provision of unified communications tools to 6 peacekeeping missions
- Further development of the dashboard base of information and additional functionality of the DPKO/DFS strategic management systems to provide access to a wider user group

External factors

Security considerations in peacekeeping operations and UNSOA will not prevent the successful implementation of systems and provision of information and communications technology services in field operations

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	1	—	—	—	**1**	—
D-1	1	—	—	—	**1**	—
P-5	2	—	—	—	**2**	—
P-4	7	—	—	—	**7**	—
P-3	7	—	—	—	**7**	—
P-2/P-1	—	—	—	—	**—**	—
Subtotal	**18**	**—**	**—**	**—**	**18**	**—**

Category	Approved support account posts 2011/12	Redeployment, reassignment, reclassification, abolishment	General temporary assistance conversions	Additional new posts requested	Total proposed 2012/13	Change
General Service and other						
Principal level	5	(2)	—	—	**3**	(2)
Other level	8	—	—	—	**8**	—
Subtotal	**13**	**(2)**	**—**	**—**	**11**	**(2)**
Total	**31**	**(2)**	**—**	**—**	**29**	**(2)**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	5 218.9	4 514.9	4 357.5	(157.4)	(3.5)
II. Non-post resources					
Official travel	324.0	287.4	204.3	(83.1)	(28.9)
Communications	—	573.5	554.2	(19.3)	(3.4)
Information technology	—	7 945.3	5 394.2	(2 551.1)	(32.1)
Subtotal II	**324.0**	**8 806.2**	**6 152.7**	**(2 653.5)**	**(30.1)**
Total	**5 542.9**	**13 321.1**	**10 510.2**	**(2 810.9)**	**(21.1)**

(d) Justification of posts

Field Communications and Information Technology Operations Service/Local Area Network Operations Unit

Redeployment of two posts (2 GS (PL) Telecommunications Technicians) to the Infrastructure Management Service of the Office of Information and Communications Technology of the Department of Management

288. The current staffing establishment of the Local Area Network Operations Unit currently comprises five continuing posts (1 P-4, 1 P-3 and 3 GS (PL)) funded from the support account.

289. With the proposed reprofiling of the secondary active telecommunications facility in Valencia as an enterprise data centre/support base, the Division, in consultation with the Office of Information and Communications Technology of the Department of Management, proposes to streamline the satellite earth station operations at Headquarters. Satellite connectivity from peacekeeping operations that are provided through this earth station have been replaced by new and cost-efficient technologies such as leased lines to UNLB and the Support Base at Valencia. An operational impact would be that the currently assigned New York telephone extensions for most peacekeeping operations would no longer be available. Emergency back-up connectivity will be provided by a small satellite antenna in the

secondary data centre at Headquarters in Piscataway, New Jersey, and through the facility in Valencia.

290. The relocation of the satellite earth station operations, activities and functions will result in an effective consolidation of the technical and operational support processes associated with the provision of services to field operations supported by the Infrastructure Management Service. Consequently, the two posts from the Division will no longer be required to manage earth station operations but are proposed to be redeployed to the Infrastructure Management Service of the Office of Information and Communications Technology to manage the routing and control of voice, data and video services from Headquarters to the field, together with establishing and testing the new methodology and technology.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$4 357.5	($157.4)	(3.5%)

291. The provision of $4,357,500 would cover salaries, common staff costs and staff assessment for the 29 continuing posts in respect of which a delayed recruitment factor of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) was applied. The variance is attributable to the proposed redeployment of two General Service category posts and to the impact of the vacancy rate of 15.9 per cent applied to the computation of requirements for the continuing Professional category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category); offset in part by the budgeted vacancy rates for 2012/13 applied to the computation of requirements for the continuing General Service category posts of 7.9 per cent, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category).

	Cost estimates	*Variance*	
Official travel	$204.3	($83.1)	(28.9%)

292. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	157 500	Not applicable
Seminars/conferences/workshops	46 800	Not applicable
Total	**204 300**	

293. An amount of $157,500 is proposed for travel to undertake the following mission planning/assessment/consultation activities: to review and validate the security information technology systems in field operations, focusing on certification and compliance with the International Organization for Standardization ($25,000); to assess the effectiveness of existing systems with a view to developing

a strategy for optimizing support to field missions, to ensure and validate the adherence to the governance processes and quality assurance, to review the information and communications technology developed in peacekeeping operations, and to assess mission capacity in information and communications technology development ($80,000); to oversee the operations at, and the implementation of information and communications technology systems for, the secondary active telecommunications facility in Valencia ($13,700); to review information and communications technology systems and equipment that have been implemented in peacekeeping operations and consult on new technologies ($21,100); to assess and validate the use of information and communications technology contractual personnel for centralized development, implementation and support ($13,400); and to hold consultations with the United States Office of the Secretary of Defense and the external equipment provider ($4,300).

294. An amount of $46,800 is proposed for travel to participate in seminars/conferences/workshops: the annual conference of Directors and Chiefs of Mission Support; biannual meetings of the International Computing Centre's Management Committee to follow up on policy matters, the Centre's mandate, projects and services, and financial and staff matters; biannual meetings of the Working Group on Emergency Telecommunications and of the Inter-agency Telecommunications Advisory Group to discuss issues related to inter-agency cooperation and the implementation of information and communications technology common services in peacekeeping operations; annual conference of the International Telecommunications Satellite Organization to keep informed of policies on transponders; annual conference of the Center for Office Automation, Information Technology and Telecommunication on the digital industry to make an effective comparison of competing technologies and to identify synergistic technologies; and a NATO coordinator symposium, bringing together various organizations and their experiences in developing and maintaining disaster-response capabilities.

295. The variance is attributable to reduced visits from Headquarters to Brindisi, Valencia and Entebbe in support of the operations in these locations as a result of the transfer of functions from Headquarters to UNLB.

	Cost estimates	*Variance*	
Communications	$554.2	($19.3)	(3.4%)

296. An amount of $554,200 is proposed to provide for non-standard resources for the acquisition of specialized communications equipment, including replacement and spare parts ($134,900), communications software licences and fees ($30,000), and contractual services for ongoing support ($389,300), as indicated in the table and paragraphs below:

Equipment	
Videoconferencing terminals and conferencing units	84 000
Test equipment owing to the transfer of the satellite earth station	20 000
Public announcement systems and audio equipment	3 600
Spare parts	27 300
Subtotal	**134 900**
Software licences and fees	
Videoconferencing and remote access control licence	30 000
Subtotal	**30 000**
Support services	
Mobile office	331 000
Other support services	58 300
Subtotal	**389 300**
Total	**554 200**

297. The above resources are required as follows: the service provider for the videoconference terminals has discontinued support and is no longer providing software updates or hardware replacements; therefore, a provision has been included to replace the terminals at the current vendor rates. Owing to the transfer of the satellite earth station to the Office of Information and Communications Technology and the satellite links to UNLB, there will be no satellite connectivity at Headquarters; therefore, additional equipment is needed to compensate for the infrastructure previously used for testing and troubleshooting and to establish new links with UNLB to remotely manage, monitor and configure the videoconferencing portion of satellite equipment at UNLB from Headquarters in case an emergency or crisis occurs. The following resources are also required: spare parts are needed for distribution panels, connectors and antennas in the United Nations Office to the African Union; the software licence for videoconferencing and remote access control is a recurring fee; support services provide for the mobile office technology and tokens that allow for critical staff to have access to the United Nations server in the event that they are unable to come to the office to carry out their duties; for conference services; and for the two satellite units located in Addis Ababa.

298. The variance is attributable to the increase in Headquarters users of mobile office and the additional test equipment required to compensate for the loss of equipment owing to the transfer of the satellite earth station to the Office of Information and Communications Technology of the Department of Management.

	Cost estimates	*Variance*	
Information technology	$5 394.2	($2 551.1)	(32.1%)

299. An amount of $5,394,200 is proposed to provide for non-standard resources for the acquisition of specialized information technology equipment ($48,900); acquisition of specialized software ($42,000); initial software licences and fees

($421,700); contractual services for ongoing support ($4,797,600); and for the development of applications ($84,000) to meet peacekeeping business needs, as indicated in the table and paragraphs below.

300. The amount for specialized information technology equipment ($48,900) would cover requirements for tablet computers, geospatial workstations and photography equipment.

301. The amount for software ($42,000) would cover requirements for satellite imagery, cartography and an online evaluation tool for public affairs.

302. The amount for software licences and fees ($421,700), which are required by DPKO and DFS to maintain and support existing software and systems, comprises fees for website monitoring, business intelligence software upgrades, secure data transfer upgrades, the field data capture and tracking applications, unified communications, cartography applications and enterprise software.

Table
Non-standard information technology by category
(United States dollars)

Equipment	48 900
Software	42 000
Software licences and fees	421 700
Contractual services	
Ongoing support	
Call centre support	1 205 200
DPKO/DFS application support	1 198 200
Disaster recovery and business continuity operational support	627 800
Videoconferencing support	1 089 600
Maintenance of field applications	676 800
Subtotal	**4 797 600**
Development of applications	
Management of DPKO/DFS institutional information applications	84 000
Subtotal	**84 000**
Total	**5 394 200**

303. The resources for contractual personnel specialized in information technology are estimated based on memorandums of understanding or contract agreements established with the International Computing Centre and UNOPS, including an 8 per cent personnel administration cost, or other approved vendors for ongoing support services and development projects, as detailed below in paragraphs 304 to 311. Contractual services at Headquarters are undertaken by a staffing complement of 45 contractual personnel, working at levels equivalent to the United Nations grade level system. A provision for common charges such as for rental space, office supplies and desktop services under the information technology standard level agreement with the Office of Information and Communications Technology has been

estimated for contractual personnel at Headquarters and included in the relevant resource class under the central responsible department or office.

Ongoing support services

Call centre support

304. An amount of $1,205,200 is proposed for contractual services for continued global, round-the-clock call centre support for Headquarters and field information and communications technology operations, which include tier-1 technical support and the management of service requests for DPKO/DFS critical applications, through daily interaction with users, coordination with other service teams and DFS focal points as well as external parties until final resolution. The approximate cost breakdown is as follows: nine contractors at $126,600 per contractor for the period and $65,600 in operating costs.

305. The Division and the Office of Information and Communications Technology are engaged in reviewing the possibility of consolidation or integration of the DFS call centre with the Office of Information and Communications Technology service desk and will report on the results in the next fiscal period.

Department of Peacekeeping Operations/Department of Field Support application support

306. The amount of $1,198,200 is proposed for support at the tier-2 level for all Lotus Notes applications utilized at Headquarters by DPKO and DFS personnel, including electronic storage, tracking, archival and retrieval systems, the mail action records system, support of web-based applications, change management and user training. The applications supported pertain to DPKO and DFS at Headquarters and are focused on facilitating interaction with peacekeeping operations in the field. The approximate cost breakdown is as follows: 13 contractors at $84,347 per contractor for the period and $101,700 in operating costs.

Disaster recovery and business continuity operational support

307. The amount of $627,800 is proposed for disaster recovery and business continuity support. These services include the continued management and operation of the peacekeeping global disaster recovery and business continuity architecture and systems, as well as the coordination of server and network infrastructure requirements, the configuration and establishment of documentation for implemented systems, including day-to-day operational support, the operation of the disaster recovery and business continuity infrastructure in DFS, the maintenance of flexible support for changing Departmental disaster recovery and business continuity requirements and the monitoring of disaster recovery and business continuity systems. Services also include conduct of disaster recovery reconstitution exercises, dissemination of disaster recovery templates, review of plans and validation to ensure conformity with policy guidance provided by Headquarters and mission administration. The approximate cost breakdown is as follows: four contractors at $145,325 per contractor for the period and $46,500 in operating costs.

Videoconferencing support

308. The amount of $1,089,600 is proposed for continued centralized technical and operational support for videoconferencing and associated multimedia support activities between DPKO and DFS, field operations and other United Nations entities. The provision of technical support comprises the continued development of standards for all systems, equipment, procedures, scheduling, resource allocation, coordination, engineering and other aspects of audio/videoconferencing, including secure and encrypted connections, call centre support related to audio/videoconferencing for field operations and other United Nations entities, day-to-day operational support and all activities relevant to videoconferencing and multimedia support centralized at UNLB. In addition, technical support will be provided for missions with developing and expanding internal videoconferencing networks. The approximate cost breakdown is as follows: 11 contractors at $91,872 per contractor for the period and $79,000 in operating costs.

Maintenance of field applications

309. The amount of $676,800 is proposed for the support and maintenance of computer applications used by personnel in DPKO and DFS, at Headquarters and in field operations, specifically, the collaboration and social computing systems, audit and oversight applications, strategic management applications, reporting applications and websites that support the substantive areas of peace operations. In addition, the provision would support web-based applications, change management and user training, and ensure tier-2 and tier-3 levels of support. Tier-3 support includes modifications and enhancement, applications and network engineering. The applications supported are required to enable core peacekeeping operation mandates and do not relate to or require integration with the enterprise resource planning system. The approximate cost breakdown is as follows: seven contractors at $96,685 per contractor for the period and no operating costs.

Proposed field applications

310. The proposed initiatives represent the information management priorities and needs of DPKO and DFS, and have been reviewed and supported by the Departments' Information Management Committee and Expanded Senior Management Team. In addition, the Office of Information and Communications Technology's Project Management Office has given relevant technical review requirements. Given that these initiatives do not relate to material, financial or human resources, they would not require interfacing with enterprise resource planning. The initiatives would be implemented using the methodologies of the Information and Communications Technology Division, which are established, institutional and based on best practices. It is expected that all phases of the initiatives will be concluded within the proposed 2012/13 period, if funding is approved. The contractual resources proposed for the initiatives below would follow the established process, which includes the gathering, design, building, implementation and deployment of requirements, with ongoing support expected in the subsequent fiscal period.

Management of Department of Peacekeeping Operations/Department of Field Support institutional information

311. As a continuation of the initiatives undertaken to strengthen the strategic management of peacekeeping operations institutional information and the aggregation and display of key strategic management data by use of dashboard and visualization technologies, an amount of $84,000 for one information technology contractor is proposed for extending the scope of use of these solutions to include additional user groups and data sets. The proposed requirements would include data related to such areas as the monitoring of safety and security incidents for the Situation Centre; military and police strength reporting; conduct and discipline processes and performance management; and the protection of civilians.

312. The variance is attributable to the transfer of field network support operations and some maintenance functions currently undertaken at Headquarters to UNLB and the secondary active telecommunications facility in Valencia, to be absorbed within the resources of peacekeeping operations budgets; and to the transfer of support functions for the satellite earth station and tier-3 level maintenance support for the funds monitoring tool to the Department of Management. Further, based on the Department's historical pattern of underexpenditure in ongoing support services owing to turnover/vacancy of information technology contractual personnel a delayed recruitment factor has been applied. The variance in information technology resources with respect to the development of applications reflects the change in requirements associated with the stage of implementation (acquisition, development or deployment) of approved information technology systems in peacekeeping operations, in particular, with regard to the initial investments made in 2011/12 and in previous periods for the non-recurring acquisition of server equipment, software and contractual services. The streamlining of the number of physical servers required to support the peacekeeping applications at Headquarters and those transferred to UNLB further contributed to the variance.

C. Department of Management

(a) Human resources requirements

Category	*Approved support account posts 2011/12*[a]	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	1	—	—	—	**1**	—
D-1	3	—	—	—	**3**	—
P-5	12	—	—	—	**12**	—
P-4	63	—	—	—	**63**	—
P-3	56	—	—	—	**56**	—
P-2/P-1	10	—	—	—	**10**	—
Subtotal	**145**	**—**	**—**	**—**	**145**	**—**

Category	Approved support account posts 2011/12[a]	Redeployment, reassignment, reclassification, abolishment	General temporary assistance conversions	Additional new posts requested	Total proposed 2012/13	Change
General Service and other						
Principal level	7	2	—	—	**9**	2
Other level	88	—	—	—	**88**	—
Subtotal	**95**	**2**	**—**	**—**	**97**	**2**
Total	**240**	**2**	**—**	**—**	**242**	**2**

[a] Includes human resources requirements for the Office of Information and Communications Technology pursuant to General Assembly resolution 66/246.

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	33 053.1	33 055.1	33 744.3	689.2	2.1
II. Non-post resources					
General temporary assistance	7 222.3	7 203.5	6 517.6	(685.9)	(9.5)
Consultants	735.6	3 835.6	4 611.8	776.2	20.2
Official travel	1 902.4	2 135.4	2 239.5	104.1	4.9
Facilities and infrastructure	21 114.9	20 818.1	19 557.3	(1 260.8)	(6.1)
Communications	523.6	482.7	519.6	36.9	7.6
Information technology	9 385.9	11 103.5	9 219.9	(1 883.6)	(17.0)
Other supplies, services and equipment	8 828.1	9 702.1	10 013.1	311.0	3.2
Subtotal II	**49 712.8**	**55 280.9**	**52 678.8**	**(2 602.1)**	**(4.7)**
Total (I+II)	**82 765.9**	**88 336.0**	**86 423.1**	**(1 912.9)**	**(2.2)**
Enterprise resource planning[a]	57 033.0	47 185.2	37 337.6	(9 847.6)	(20.9)
Total	**139 798.9**	**135 521.2**	**123 760.7**	**(11 760.5)**	**(8.7)**

[a] Includes resource requirements for the enterprise resource planning project in the amount of $37,337,600 based on the estimate presented in the third progress report of the Secretary-General on the enterprise resource planning project (A/66/381).

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

313. The mandate of the Office of the Under-Secretary-General was established by the General Assembly in its resolution 13 (I). The functions of the Office are set out in ST/SGB/2010/9.

314. The Office of the Under-Secretary-General for Management comprises the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, the Management Support Service, the Office of Enterprise Resource Planning (Umoja), the secretariat of the Administrative and Budgetary Committee (Fifth Committee) of the General Assembly and of the Committee for Programme and Coordination, the Management Evaluation Unit, the Policy and Oversight Coordination Service and the Executive Office of the Department of Management.

315. The secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board provides services to facilitate the review by the Committee and the Board of the proposed procurement cases and disposal of assets, and issues recommendations to the Assistant Secretary-General for Central Support Services in accordance with financial regulation 5.12. Pursuant to ST/AI/2011/8 and the increased procurement authority of peacekeeping missions as of 2008, the Office has also been tasked to provide training, monitoring and policy guidance to the local committees on contracts and the local property survey boards.

316. The Office of the Under-Secretary-General for Management is also responsible for implementation of a pilot project under the general framework of United Nations procurement reform. With regard to such reform, the Secretary-General has identified a range of measures to improve and tighten procedures for procurement, including the establishment of an independent bid protest system (see A/60/692, proposals 13-15). In its resolutions 61/246 and 62/269, the General Assembly requested the establishment of the bid protest system as a pilot project.

317. The Management Support Service, in collaboration with DPKO and DFS, streamlines current business processes and develops business process re-engineering capacity within the Secretariat. Building on a needs assessment, the Departments of Management, Peacekeeping Operations and Field Support designated planning, personnel and procurement as broad priority areas for business process improvement. The Management Support Service will work closely with DPKO and DFS on preparations to implement Umoja at Headquarters and in field missions. Specifically, they will assist with preparing and delivering preparatory education courses and coordinate deployment support activities to help ensure the necessary level of readiness for the new processes and system. They will also support implementation of Umoja in the pilot site during this period.

318. The Fifth Committee secretariat provides substantive and technical services in support of the work of the Fifth Committee of the General Assembly, which is entrusted with responsibilities for administrative and budgetary matters.

319. The responsibilities of the secretariat of the Fifth Committee include: (a) provision of proactive assistance to the Chair and Bureau of the Fifth Committee, strengthening and facilitating their work, including provision of analytical and historical information on the proceedings of the Committee; and (b) provision of proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications.

320. During the budget period, the Management Evaluation Unit will conduct prompt management evaluations of contested administrative decisions to determine

whether those decisions comply with the Organization's applicable regulations, rules and policies.

321. The Unit assists the Under-Secretary-General for Management in providing staff members requesting management evaluation with timely, written and reasoned responses regarding the outcome of management evaluations. In cases involving separation from service, the Management Evaluation Unit also conducts prompt evaluations of requests for the suspension of implementation of administrative decisions pending the completion of the management evaluation process. The management evaluation process is designed to avoid costly litigation by correcting flawed administrative decisions before an appeal is brought before the United Nations Dispute Tribunal and, where applicable, by facilitating informal resolution of matters that are the subject of management evaluation requests.

322. The management evaluation process is also designed to strengthen managerial accountability and confidence of staff in the Organization. The Unit assists the Under-Secretary-General for Management with respect to the implementation of accountability measures that have been established for managers to ensure their timely response to management evaluation requests and to ensure that individuals are held accountable for their actions in accordance with relevant resolutions and regulations.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination

Outputs

- Provision of technical and substantive secretariat support to 110 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 30 draft resolutions and 30 reports of the Committee for adoption by the General Assembly
- Preparation of notes on the programme of work and the status of documentation and preparation of 25 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee
- Maintenance and update of the web pages of the Fifth Committee relating to peacekeeping matters

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of field operations	3.1 The average processing time for Headquarters Committee on Contracts cases is 7.5 business days (2010/11: 5.5 days; 2011/12: 7.5 days; 2012/13: 7.5 days) 3.2 90 per cent of members of local committees on contracts trained in the relevant mandatory basic training (2010/11: 85 per cent; 2011/12: 90 per cent; 2012/13: 90 per cent)

3.3 95 per cent of implemented management support projects meet expectations to enable efficient and effective peacekeeping (2010/11: 95 per cent; 2011/12: 95 per cent; 2012/13: 95 per cent)

3.4 Review and respond to all management evaluation cases filed by peacekeeping staff members within 45 days (2010/11: 45 days; 2011/12: 45 days; 2012/13: 45 days)

3.5 Maintenance of the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, i.e., a remedy was found or the original decision was overturned (2010/11: 40 per cent; 2011/12: 40 per cent; 2012/13: 40 per cent)

Outputs

- 90 Headquarters Committee on Contracts meetings and 20 Headquarters Property Survey Board meetings
- Review of 600 procurement actions and 250 disposal actions per fiscal period
- Organization of 20 training courses for members of local committees on contracts and local property survey boards in field operations
- Registration of 200 staff for the online training resource of the Headquarters Committee on Contracts and of 200 staff for the online training resource of the Headquarters Property Survey Board
- 3 assessment visits to field operations to monitor and assess the performance of local committees on contracts
- Provision of services to the secretariat of the Award Review Board, including the review of 10 cases and the organization of 1 workshop on industry best practices
- Conduct of client surveys to measure the effectiveness of management support projects for field operations, in particular in the areas of business process improvement, change management and organizational design
- Implementation of business process improvement capacity-building programme covering 3 areas in peacekeeping-related entities at Headquarters
- Provision of 236 reasoned decisions on behalf of the Secretary-General on whether the request for management evaluation by peacekeeping staff members is receivable and, if it is, whether the contested administrative decisions comply with the applicable rules and regulations
- Provision of 15 reasoned decisions on requests for the suspension of action submitted to the Secretary-General in cases involving the separation from service of peacekeeping staff members
- Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and issuance of guidance based on lessons learned

External factors

No significant increase in the number of cases received from field operations for review by the Headquarters Committee on Contracts, the Headquarters Property Survey Board and the Management Evaluation Unit. Timeliness and sufficiency of managers' comments on cases submitted to the Management Evaluation Unit

(b) Human resources requirements

Category	Approved support account posts 2011/12	Redeployment, reassignment, reclassification, abolishment	General temporary assistance conversions	Additional new posts requested	**Total proposed 2012/13**	Change
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	1	—	—	—	**1**	—
P-5	—	—	—	—	—	—
P-4	3	—	—	—	**3**	—
P-3	3	—	—	—	**3**	—
P-2/P-1	—	—	—	—	—	—
Subtotal	**7**	**—**	**—**	**—**	**7**	**—**
General Service and other						
Principal level	—	—	—	—	—	—
Other level	1	—	—	—	**1**	—
Subtotal	**1**	**—**	**—**	**—**	**1**	**—**
Total	**8**	**—**	**—**	**—**	**8**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 359.1	1 343.6	1 333.0	(10.6)	(0.8)
II. Non-post resources					
General temporary assistance	500.8	608.4	413.0	(195.4)	(32.1)
Consultants	55.0	198.0	110.0	(88.0)	(44.4)
Official travel	178.1	172.7	177.0	4.3	2.5
Facilities and infrastructure	21 114.9	20 818.1	19 557.3	(1 260.8)	(6.1)
Communications	429.8	482.7	519.6	36.9	7.6
Information technology[a]	57 672.9	48 252.4	38 378.0	(9 874.4)	(20.5)
Other supplies, services and equipment	7 012.8	8 407.1	8 519.3	112.2	1.3
Subtotal II	**86 964.3**	**78 939.4**	**67 674.2**	**(11 265.2)**	**(14.3)**
Total	**88 323.4**	**80 283.0**	**69 007.2**	**(11 275.8)**	**(14.0)**

[a] Includes resource requirements for the enterprise resource planning project in the amount of $37,337,600 based on the estimate presented in the third progress report of the Secretary-General on the enterprise resource planning project (A/66/381).

(d) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$1 333.0	($10.6)	(0.8%)

323. The provision of $1,333,000 would cover salaries, common staff costs and staff assessment for the eight continuing posts in respect of which a delayed recruitment factor of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) was applied. The variance is attributable to the lower standard salary in the Professional category and the impact of the vacancy rate of 15.9 per cent applied to the computation of requirements for the continuing Professional category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category), offset in part by the budgeted vacancy rates for 2012/13 applied to the computation of requirements for the continuing General Service category posts of 7.9 per cent, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category).

	Cost estimates	*Variance*	
General temporary assistance	$413.0	($195.4)	(32.1%)

324. The provision of $413,000 would cover the continuation of two general temporary assistance positions and maternity/sick leave replacement (six person-months for the Professional category and six person-months for the General Service (OL) category), as described below.

Headquarters Committee on Contracts secretariat

Award Review Board

Capacity Development Officer (1 P-4 position, continuation)

Training and Analysis Assistant (1 GS (OL) position, continuation)

325. The current staffing establishment of the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board comprises four continuing posts (1 D-1, 1 P-4, 1 P-3, 1 GS (OL)) and two general temporary assistance positions funded from the support account. The Headquarters Committee on Contracts secretariat provides services to the Committee, which reviews proposed procurement cases valued at over $500,000 ($200,000 for letters of assist), and to the Board, which reviews the proposed disposal of assets cases. Over 80 per cent of the cases reviewed by the Committee and the Board are related to peacekeeping missions. Since the Department of Management has overall responsibility for the procurement actions of the Organization, the secretariat is responsible for the following additional functions: training of local committees on contracts members in the field (both in peacekeeping missions and in offices away from Headquarters); monitoring of the functioning of local committees on contracts to ensure that they have the adequate vetting capacity; and undertaking of analyses of systemic issues and trends based on the recommendations of the Committee, among other functions.

326. The Headquarters Committee on Contracts and the Headquarters Property Survey Board have established a capacity development programme for peacekeeping missions with regard to the local committees on contracts and property survey boards. The programme includes policy development activities, training and monitoring of the functioning of the local committees on contracts. Given the delegation of authority, the monitoring function is construed as part of the capacity development programme.

327. As part of the capacity development programme and as of 1 July 2011, the Headquarters Committee on Contracts secretariat, together with DFS, conducted four advisory missions to assess the functioning of the local committees on contracts in peacekeeping operations: UNAMID, MONUSCO, UNLB and UNSOA. The assessment focused on reviewing the relevant policy documents, composition of the local committees on contracts, training status of local committees on contracts members and secretaries, case processing statistics, recordkeeping, organization and preparation for meetings, conduct of actual local committees on contracts meetings, quality of meeting minutes, client orientation, systemic issues and implementation of the electronic Committee on Contracts system. During the 2010/11 period, local committees on contracts delivered 22 training courses in nine peacekeeping missions and certified 362 United Nations staff members in local committees on contracts basic and advanced courses, local property survey board courses and minute-writing.

328. Consequently, it is proposed that the two general temporary assistance positions of Capacity Development Officer (P-4) and Training and Analysis Assistant (GS (OL)) be continued so that the programme can be coordinated efficiently. The Capacity Development Officer will develop policies and establish standard operating procedures and guidelines; undertake the review, analysis, monitoring and evaluation of the functioning of local committees on contracts in peacekeeping missions in coordination with the Procurement Division and DFS; analyse the Headquarters Committee on Contracts recommendations and identify systemic issues and trends in the acquisition process; plan and organize the biannual conference of chairs of the local committees on contracts as well as field assessment missions; oversee training programme implementation in peacekeeping missions and development and maintenance of Headquarters Committee on Contracts and Headquarters Property Survey Board e-learning resources as well as the updating of the community of practice, which is a network for informal sharing of information and knowledge among local committees on contracts in peacekeeping missions.

329. The Training and Analysis Assistant would continue to support the Capacity Development Officer and would be responsible for preparing, processing and following up on administrative arrangements, certificates, training materials and supplies and forms; maintaining and updating the database related to the travel programme, training evaluations and membership of the committees; updating the information related to the membership of committees in the community of practice; as well as producing statistical reports related to training and providing administrative and maintenance services to support the new online resource on committees on contracts.

Executive Office

Administrative Officer (1 P-4 position, 6 months, continuation)

Administrative Assistant (1 GS (OL) position, 6 months, continuation)

330. It is proposed that general temporary assistance for six person-months of Administrative Officer (P-4) and six person-months of Administrative Assistant (GS (OL)) be continued to replace staff on maternity or long-term sick leave in the Department of Management.

331. The variance is attributable to fewer budgeted person-months of leave replacement compared with the provision included for the 2011/12 period and to the impact of the vacancy rate of 25.4 per cent and 6.8 per cent applied to the computation of requirements for the continuing Professional and General Service category general temporary assistance positions, respectively, for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category).

	Cost estimates	*Variance*	
Consultants	$110.0	($88.0)	(44.4%)

332. The consultancy requirements are as follows.

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Award Review Board	10	110 000	90 Headquarters Committee on Contracts meetings and 20 Headquarters Property Survey Board meetings
Total		**110 000**	

333. An amount of $110,000 is proposed for the engagement of consultants with technical expertise in specialized fields, including construction, engineering and aviation, for 10 person-months, to assist the Award Review Board, which reviews the contested bids made by unsuccessful vendors. The experts should be independent from the United Nations to ensure the integrity of the process. It is estimated that the Award Review Board secretariat could reasonably receive 10 cases in the 2012/13 period. The estimates are based on the statistics of the Federal Aviation Administration of the United States of America, which is comparable to the United Nations in volume and type of procurement.

334. The variance is attributable to the reduced requirement to engage Award Review Board experts to review complex unsuccessful vendor bidding cases as fewer cases are anticipated.

	Cost estimates	*Variance*	
Official travel	$177.0	$4.3	2.5%

335. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	36 400	3 assessment visits to field operations to monitor and assess the performance of local committees on contracts
Seminars/conferences/workshops	9 500	Implementation of business process improvement capacity-building programme covering 3 areas in peacekeeping-related entities at Headquarters
Training	131 100	Organization of 20 training courses for members of local committees on contracts and local property survey boards in field operations
Total	**177 000**	

336. An amount of $36,400 is proposed for travel to undertake the following mission planning/assessment/consultation activities: to conduct consultation visits to monitor and assess the performance of local committees on contracts.

337. An amount of $9,500 is proposed for travel to participate in seminars/conferences/workshops: for the Registrar and Executive Secretary of the Award Review Board to attend the International Public Procurement Conference to gain experience and knowledge about best practices in the industry, and for attendance at the conference of the Association of Internal Management Consultants, which is the key forum in North America for the exchange of best practices for improving organizational performance.

338. An amount of $131,100 is proposed for travel to undertake the following training-related activities: basic and advanced training courses, including specialized training on minute-writing, for members of local committees on contracts and of local property survey boards in six different field locations for a total of 20 training sessions, with emphasis on conducting training in regional offices ($120,700); participation in judicial and court administration and caseload management training offered by the International Law Institute ($8,300); and annual meeting of the American Society of International Law to improve understanding of the principles underpinning the institutional law of international organizations, in general, and the general principles of international law applicable to cases before the Management Evaluation Unit, in particular ($2,100).

	Cost estimates	*Variance*	
Facilities and infrastructure	$19 557.3	($1 260.8)	(6.1%)

339. An amount of $19,557,300 is proposed to provide for the standard rental of premises and for alterations, improvements and furniture centrally administered by the Executive Office of the Department of Management on behalf of DPKO ($6,699,400), DFS ($6,332,100), the Department of Management ($5,017,600), OIOS ($528,400), the Executive Office of the Secretary-General ($198,400), the Ethics Office ($28,600), the Office of Legal Affairs ($257,400), the Department of Public Information ($57,200), the Department of Safety and Security ($257,400) and the secretariat of the Advisory Committee on Administrative and Budgetary Questions ($14,300), and also includes the acquisition of office supplies for the Department of Management ($166,500).

340. The variance is attributable to reduced rental of premises associated with the proposed redeployment of 34 continuing posts and the transfer of human resource functions in connection with occupational groups currently undertaken by temporary assistance positions at Headquarters in DFS to UNLB; and a reduced level of information and communications technology contractual personnel at Headquarters associated with the stage of implementation (acquisition, development or deployment) of previously approved information technology systems, for which a provision had been made for 2011/12.

	Cost estimates	*Variance*	
Communications	$519.6	$36.9	7.6%

341. An amount of $519,600 is proposed to provide for recurring requirements centrally administered by the Executive Office on behalf of the Department of Management for commercial communications services, at the standard rate derived from past expenditure patterns ($434,800), for the acquisition of standard communications equipment ($24,300) and for mobile office technology and tokens for critical staff to enable remote access to the United Nations server in the event that staff are unable to come to the office to carry out their duties ($56,000), as well as for videoconferencing services ($4,500).

342. The variance is attributable to the proposal to install an IP telephone system at the Inspira Support Centre.

	Cost estimates	*Variance*	
Information technology	$38 378.0	($9 874.4)	(20.5%)

343. An amount of $38,378,000 is proposed to provide for recurring requirements and includes resource requirements related to enterprise resource planning in the amount of $37,337,600, based on the estimate presented in the third progress report of the Secretary-General on the enterprise resource planning project (A/66/381). An amount of $1,140,400 would cover requirements that are centrally administered by the Executive Office on behalf of the Department of Management, for the maintenance and repair of information technology equipment based on the standard service-level agreement established by the Office of Information and Communications Technology in the amount of $500,500; the acquisition of standard information technology equipment, including the acquisition of new and replacement desktop computers, laptop computers and network printers ($262,900); the support account share ($253,500) of central information technology infrastructure costs (information storage and backup, application hosting, departmental servers and other services), as derived from past expenditure patterns; and ongoing contractual support services for the maintenance of the electronic systems of the Committee on Contracts and the Award Review Board as well as maintenance of Headquarters Committee on Contracts and Headquarters Property Survey Board online resources ($23,500). Standard information technology is budgeted in accordance with the rates contained in the most recent estimating guide issued by the Office of Information and Communications Technology.

344. The variance is attributable primarily to the lower provision for enterprise resource planning project requirements compared with the provision made for the 2011/12 period.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$8 519.3	$112.2	1.3%

345. An amount of $8,519,300 is proposed to cover the after-service health insurance costs for retired peacekeeping staff ($8,484,000), which is based on the projected annual population during 2011/12 and past period expenditure patterns, training materials for basic training provided to members of local committees on contracts in peacekeeping missions and advanced training provided to members of local committee on contracts and of local property survey boards ($35,000).

346. The variance is attributable to an increase in the projection for after-service health insurance costs and the increased training requirement of the Headquarters Committee on Contracts secretariat pursuant to administrative instruction ST/AI/2011/8, which emphasizes the mandate to train and monitor staff in peacekeeping missions.

2. Office of Programme Planning, Budget and Accounts

(a) Results-based-budgeting framework

347. The mandate of the Office of Programme Planning, Budget and Accounts was established by the General Assembly in its resolution 13 (I). The functions of the Office are set out in ST/SGB/2003/16.

348. As Chair of the IPSAS Steering Committee, the Office provides guidance and facilitates decision-making on key issues to ensure support for IPSAS from the Organization. As part of the Organization-wide IPSAS efforts, the following initiatives are being pursued: development of a detailed implementation plan, including contingency planning for the impact of Umoja roll-out strategies, and an IPSAS policy guidance manual, which will articulate a framework of IPSAS policies that will guide the application of the new accounting standards to support IPSAS-compliant accounting and reporting; an updated training and communications plan; and the commencement of delivery of instructor-led training courses and roll-out of collaboration tools. The Office will also continue to be fully engaged in the further advancement of the financial modules of the Umoja project and its deployment.

349. The Accounts Division will continue to provide financial services, including payroll, payment and insurance, to peacekeeping missions and will carry out control and monitoring functions; provide financial guidance and assistance, and prepare the peacekeeping financial statements; continue its efforts to improve processes to achieve efficiencies in meeting growing demands; and fully engage with the further advancement of the financial modules of the Umoja project and its deployment in peacekeeping operations. The Treasury will continue to provide guidance on policies and procedures for treasury functions and banking operations to peacekeeping missions; continue the investment and liquidity management of peacekeeping funds; execution of monthly remittances to peacekeeping missions; execution of payroll payments to internationally recruited staff members; printing

and distribution of cheques for income tax reimbursement for United States tax-paying staff members assigned to peacekeeping operations; processing amendments to the bank account signatory panels; provide technical support and guidance on the use of various banking systems; and fully engage with the further advancement of the Treasury-related modules of the Umoja project. The Peacekeeping Financing Division will continue to provide guidance on policies, procedures and methodology for estimating the resource requirements of 13 active peacekeeping operations, UNSOA, UNLB and the support account for peacekeeping operations; prepare annual budget and performance reports for peacekeeping operations and the support account, final performance and disposition of assets reports for closed missions, as well as ad hoc reports on administrative and budgetary aspects; and provide services to the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee. The Division will also continue to monitor the cash-flow status of the individual special accounts for peacekeeping operations, authorize payments to Governments for settlement of certified contingent-owned equipment claims, determine average monthly troop strengths to establish amounts reimbursable and initiate subsequent payments for troop and formed police unit cost reimbursement to Governments, and provide training on funds management and the funds monitoring tool. The Financial Information Operations Service will continue to maintain and enhance financial information technology systems that support the mandates of the Office of Programme Planning, Budget and Accounts, providing business analysis for requested changes in required systems and producing reports that provide information about financial activities. The priorities of the Service are to ensure meeting new and current business needs, maintaining existing systems and ensuring their continued availability so that the Office of Programme Planning, Budget and Accounts can carry out its financial activities in a timely manner and thereby respond effectively to the needs of its clients. The Service's main challenges are to maintain existing systems and meet changing business requirements without unnecessarily investing in new systems or developments that would conflict or be subsumed into Umoja. The Service will also be instrumental in supporting the migration to Umoja and in the transition planning for IPSAS and Umoja.

350. The Office comprises the Office of the Controller, the Accounts Division, the Treasury, the Programme Planning and Budget Division, the Peacekeeping Financing Division and the Financial Information Operations Service.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met (2010/11: 80 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)
	1.2 No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports (2010/11: 0; 2011/12: 0; 2012/13: 0)

1.3 Provision of responses to requests for supplementary information from the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions no later than 5 working days after their receipt (2010/11: 5 days; 2011/12: 5 days; 2012/13: 5 days)

1.4 A positive audit opinion of the Board of Auditors on the peacekeeping financial statements (2010/11: positive; 2011/12: not available; 2012/13: positive)

1.5 Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (2010/11: 3 months; 2011/12: 3 months; 2012/13: 3 months)

1.6 Monthly status of contributions available online by the end of the following month (2010/11: 1 month; 2011/12: 1 month; 2012/13: 1 month)

Outputs

- **28 reports on budget performance and budget estimates for 13 active peacekeeping operations and UNSOA; 1 report on budget performance for UNMIS, 1 report on the disposition of assets for MINURCAT and 1 final performance report for UNOMIG**
- **1 report on the updated financial position of 24 closed peacekeeping operations**
- **8 reports and notes on the administrative and budgetary aspects of the financing of United Nations field operations, including the overview report, support account for peacekeeping operations and UNLB**
- **19 supplementary information packages provided to the Advisory Committee on Administrative and Budgetary Questions for 13 active peacekeeping operations and UNSOA, budget performance for UNMIS, final performance report for UNOMIG, disposition of assets report for MINURCAT, UNLB and the support account for peacekeeping operations**
- **Review and coordination of responses to follow-up questions from legislative bodies on 13 active peacekeeping operations and UNSOA, UNLB, MINURCAT, UNMIS, UNOMIG, the support account and cross-cutting issues**
- **3 consolidated and 47 individual mission financial statements with 17 schedules and notes to the financial statements**
- **Status of contributions available online, including summary information and outstanding assessed contributions**
- **Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; local area network administrative functions**
- **Maintenance of finance-related reference tables in IMIS; development and enhancement of ad hoc applications**
- **Enhanced financial management reports**

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Banking operations set up within 3 months of the establishment of a new peacekeeping operations (2011/12: 3 months; 2012/13: 3 months)

Outputs

- Provision of assistance to the peacekeeping operations in the selection of banks to provide the required banking services

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of field operations	3.1 Preliminary IPSAS opening balances and IPSAS-compliant trial financial statements prepared for 2 peacekeeping operations covered by Umoja pilot deployment (2010/11: not applicable; 2011/12: not applicable; 2012/13: 2)
	3.2 Preliminary opening balances for assets determined for all active peacekeeping missions (2010/11: not applicable; 2011/12: not applicable; 2012/13: 100 per cent)
	3.3 Liabilities for troops and formed police units do not exceed 3 months (2010/11: partially achieved; 2011/12: 3 months; 2012/13: 3 months)
	3.4 90 per cent of respondents to client surveys rate the guidance provided by the Peacekeeping Financing Division on budgetary policies and procedures as at least good or very good (2010/11: 65 per cent of respondents in peacekeeping operations rated the speed of response by United Nations Headquarters offices (Peacekeeping Financing Division/Department of Management and Field Budget and Finance Division/Department of Field Support) to requests for support and guidance as good or very good, and 52 per cent of respondents rated the quality and relevance of the support, guidance, tools and oversight provided as good or very good; 2011/12: 90 per cent; 2012/13: 90 per cent)
	3.5 Payments to troop-contributing countries are processed within the required time frames and in accordance with payment instructions provided by Member States (2010/11: achieved; 2011/12: achieved; 2012/13: achieved)
	3.6 90 per cent of Headquarters payments are processed for international staff in field missions within 30 working days of the receipt of supporting documentation (2010/11: 84 per cent; 2011/12: 90 per cent; 2012/13: 90 per cent)

3.7 90 per cent of payments of invoices to vendors and travel claims of staff are processed within 30 working days of the receipt of supporting documentation (2010/11: 87 per cent; 2011/12: 90 per cent; 2012/13: 90 per cent)

3.8 Advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service are provided within 30 working days of the receipt of the request (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

3.9 95 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions and related instructions by the Peacekeeping Financing Division (2010/11: 100 per cent; 2011/12: 95 per cent; 2012/13: 95 per cent)

3.10 Requests for financial delegation of authority are approved and processed within 2 weeks of receipt of required supporting documentation (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

3.11 Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)

3.12 100 per cent of payments requested for peacekeeping accounts processed within 2 business days (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

3.13 100 per cent availability of service support to users of the financial and budget information system (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

3.14 Percentage of respondents to client surveys rate the service provided for the financial and budget information system and the ease of access to financial information as at least "good" or "very good" (2010/11: 95 per cent; 2011/12: 90 per cent; 2012/13: 90 per cent)

Outputs

- **Monitoring of delegation of financial authority for field operations**
- **Monitoring of audit recommendations pertaining to accounting and budgetary aspects of field operations**
- **Provision of guidance and assistance in the preparation of the required data to determine the preliminary IPSAS opening balances**
- **Deployment of an instructor-led, intermediate and advanced training course on IPSAS**
- **Policy guidance provided to 13 peacekeeping operations and UNSOA, UNLB and 11 Headquarters departments and offices on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies, and establishment of related trust funds**

- Visits to 8 peacekeeping operations to provide strategic advice and on-site assistance on budgetary and financial issues
- 300 funding authorizations and 26 staffing table authorizations for peacekeeping operations, UNSOA, UNLB, Headquarters departments and offices, and peacekeeping trust funds on an ongoing basis
- 60 financial reports and other financial communications to donors for peacekeeping trust funds
- Organization and conduct of videoconferences with peacekeeping operations, UNSOA and UNLB, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase
- Training of personnel in 2 peacekeeping operations on the funds monitoring tool
- Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters
- Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings
- Accurate accounting for strategic deployment stock transactions, and further refinement of related accounting guidelines, as required
- Processing of 20,000 payments to Member States, staff and vendors
- Processing of 10,000 education grant claims and advances
- Negotiation and administration of 11 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy
- Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants
- Settlement of peacekeeping commercial insurance claims and the claims reviewed by the Advisory Board on Compensation Claims
- Processing of 4,000 investment settlements for peacekeeping operations in accordance with industry standards
- Issuance of 250 daily, 12 monthly and two semi-annual investment and cash management reports for peacekeeping missions
- Timely issuance of the assessment letters and comprehensive reminders to Member States regarding unpaid assessments
- Processing of 3,000 receipts from Member States for contributions for peacekeeping operations, and maintenance of accurate and up-to-date unpaid contributions records
- Effective servicing of the Committee on Contributions by timely provision of all requested data
- Delegation to field finance officers of the authority to act as approving officers
- United States dollar funds of peacekeeping accounts invested in accordance with United Nations approved guidelines
- Execution of approximately 2,600 electronic fund transfers, 500 foreign exchange purchases and 1,000 investment settlements

- Execution of approximately 83,500 payroll payments to approximately 7,900 members funded from peacekeeping accounts
- Recording of approximately 2,500 incoming payments for $7 billion to peacekeeping accounts; and transfer of approximately 650 remittances for $2.5 billion to peacekeeping bank accounts
- Processing of approximately 250 bank signatory amendments for peacekeeping bank accounts
- Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; local area network administrative functions
- Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications
- Enhanced financial management reports

External factors

Assessments will be paid promptly, adequate insurance policies for peacekeeping missions will be offered continuously by the insurance industry, and interest rates and rates of return, and the exchange rate of the United States dollar and other currencies will be favourable, and requests for delegation of financial authority will be received on a timely basis

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2012/13*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	1	—	—	—	1	—
D-1	1	—	—	—	1	—
P-5	6	—	—	—	6	—
P-4	23	—	—	—	23	—
P-3	19	—	—	—	19	—
P-2/P-1	1	—	—	—	1	—
Subtotal	**51**	**—**	**—**	**—**	**51**	**—**
General Service and other						
Principal level	4	—	—	—	4	—
Other level	40	—	—	—	40	—
Subtotal	**44**	**—**	**—**	**—**	**44**	**—**
Total	**95**	**—**	**—**	**—**	**95**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	12 885.4	12 832.2	13 107.9	275.7	2.1
II. Non-post resources					
General temporary assistance	1 838.7	2 260.2	2 152.1	(108.1)	(4.8)
Consultants	359.6	3 133.0	4 013.3	880.3	28.1
Official travel	206.7	339.3	544.5	205.2	60.5
Information technology	771.2	899.4	1 097.9	198.5	22.1
Other supplies, services and equipment	507.3	305.5	272.0	(33.5)	(11.0)
Subtotal II	**3 683.5**	**6 937.4**	**8 079.8**	**1 142.4**	**16.5**
Total	**15 568.9**	**19 769.6**	**21 187.7**	**1 418.1**	**7.2**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$13 107.9	$275.7	2.1%

351. The provision of $13,107,900 would cover salaries, common staff costs and staff assessment for the 95 continuing posts in respect of which a delayed recruitment factor of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) was applied. The variance is attributable to higher standard salary costs in the General Service category and to the impact of the vacancy rate of 7.9 per cent applied to the computation of requirements for the continuing General Service category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category); offset in part by the budgeted vacancy rates for 2012/13 applied to the computation of requirements for the continuing Professional category posts of 15.9 per cent, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category).

	Cost estimates	Variance	
General temporary assistance	$2 152.1	($108.1)	(4.8%)

352. The proposed requirements in the amount of $2,152,100 would cover the continuation of 16 general temporary assistance positions and the establishment of 2 new general temporary assistance positions, as described below.

Office of the Controller

353. The current staffing establishment of the Office of the Controller comprises two continuing posts (1 P-4, 1 GS (OL)) funded from the support account.

IPSAS Implementation Team

Project Manager (1 P-5 position, new)

IPSAS Officers (1 P-4 position and 2 P-3 positions, continuation)

354. The current staffing establishment of the IPSAS Implementation Team comprises three general temporary assistance positions (1 P-4, 2 P-3) funded from the support account. Although the approved resources were initially presented under the Accounts Division in previous periods, the Office of the Controller has coordinated IPSAS-related activities for both the programme budget and peacekeeping since its inception. As the implementation of the International Public Sector Accounting Standards is more than just an accounting project, the Office of the Controller continues to take the lead in the coordination of the IPSAS project, with respect to both the programme budget and the peacekeeping activities of the Organization. As the project involves a change in financial accounting and reporting standards for the complete set of financial statements for the Organization, including those for peacekeeping operations, funding is provided in the biennium programme budget and the support account for peacekeeping operations.

355. Under the coordination of the Controller and Deputy Controller, the mandate of the IPSAS Implementation Team is to lead the Organization through the changes associated with the adoption of IPSAS-compliant accounting and reporting. The Team is therefore tasked with the application of IPSAS principles and the articulation of the related policies, procedures and financial statement formats. Further, the Team is responsible for supporting the design and configuration of the information system to facilitate the formulation of IPSAS-compliant financial statements, for coordinating the determination of the IPSAS-compliant opening statement of position as well as for the related change management activities that are an essential part of such a large-scale project.

356. Owing to the size and complexity of the IPSAS project, strong change management and project management functions are required for successful IPSAS implementation in peacekeeping operations. The change management function aims to ensure readiness to apply IPSAS, from the transactional level to the formulation of financial statements, while maintaining stakeholder confidence in the ongoing work of the IPSAS project towards meeting its deliverables and timeline. The change management function also aims to prepare management to leverage the new information resulting from IPSAS to improve the financial management of peacekeeping operations. The achievement of planned objectives for IPSAS implementation for the 2012/13 period will be the most vital, in order to meet the target date of 2014 for IPSAS-compliant financial statements for peacekeeping operations. During this period, change management must be intensified and the tasks that will be carried out by the individual missions must be effectively managed in order to determine accurate opening balances for the assets located in the field in peacekeeping operations. Without focused change management, the starting point of major IPSAS balances would be compromised and it would be unlikely that the goal of receiving an unqualified opinion on the first IPSAS-compliant financial statements for peacekeeping operations would be attained.

357. In this context, it is proposed that one new general temporary assistance position of Project Manager (P-5) be established to support the timely delivery of IPSAS, ensuring that detailed tasks towards IPSAS implementation are being

effected accurately and in a timely manner by each peacekeeping operation, and that risks at the mission level are being proactively managed and that an overview of the status of IPSAS implementation for peacekeeping operations is presented to management at Headquarters for corporate-level risk management. The incumbent of the position would focus on project management and on communication, training and stakeholder management.

358. Accordingly, and consistent with the organizational structure under the programme budget, it is proposed that the three general temporary assistance positions of IPSAS Officers (1 P-4, 2 P-3) for the IPSAS Implementation Team be continued under the Office of the Controller and continue to be dedicated to driving the implementation of IPSAS-compliant accounting and reporting for peacekeeping operations, which represent 50 per cent of the IPSAS Implementation Team's capacity. The IPSAS Officer (P-4) would continue to direct and coordinate the preparation of data supporting the balances for property, plant and equipment and inventories in peacekeeping operations in preparation for determining IPSAS-compliant opening balances. The task would include: working with consultants to determine the approach and formulating a detailed plan for this subproject with the required resources, timelines and milestones, incorporating the overall timetable of the IPSAS implementation project as well as relevant integration with the Umoja project; working with consultants to implement the approved proposals, managing the process, providing advice and reviewing the revised data for consistency, accuracy and completeness; and managing individual contractors and work with property management personnel and other officers at the individual missions who will be effecting the preparation exercise at the ground level. The exercise will include the categorization of non-expendable property and expendable balances into property, plant and equipment and inventories and determining the IPSAS-compliant balances for each category by separating items that do not need to be capitalized and applying the selected IPSAS policies to establish starting values. The goal is to ensure that a comprehensive record of assets is in place for each peacekeeping mission and the asset records are ready for conversion to IPSAS-compliant balances for peacekeeping operations.

359. The IPSAS Officer (P-3) would focus on incorporating best practices into the workflows, as well as detailed procedures and instructions that support IPSAS-compliant accounting and reporting, including developing guidelines supporting the recording of segment information for peacekeeping operations, the recording of goods and services in kind, and the recording and monitoring of provisions and contingent liabilities in peacekeeping operations.

360. The second IPSAS Officer (P-3) would focus on the finalization of the Chart of Accounts and related elements of the financial framework, to ensure that the system requirements to prepare IPSAS-compliant financial statements for peacekeeping operations are fully articulated to the Umoja project counterparts responsible for system design. The incumbent would also be involved in supporting the functional testing of Umoja required for financial reporting of peacekeeping operations under IPSAS.

Accounts Division

Peacekeeping Accounts Section

Policy Guidance and Training Officer (1 P-4 position, continuation)

Strategic Deployment Stocks Officer (1 P-4 position, continuation)

Finance Assistants (3 GS (OL) positions, continuation)

361. The current staffing establishment of the Peacekeeping Accounts Section comprises 14 continuing posts (1 P-5, 4 P-4, 4 P-3, 1 P-2, 1 GS (PL), 3 GS (OL)) and 5 general temporary assistance positions funded from the support account. The Section maintains the accounts of 14 active and 29 closed peacekeeping missions, as well as the accounts of UNLB and of strategic deployment stocks, and prepares financial statements. The Section provides guidance on financial procedures and policy to 13 peacekeeping missions, UNSOA, UNLB and various offices in DFS. In addition, the Section approves the reimbursements of troop costs and contingent-owned equipment.

362. In this context, it is proposed that one general temporary assistance position of Policy Guidance and Training Officer (P-4) be continued to ensure and improve internal controls in the financial operations of peacekeeping missions. In addition, the Officer's functions would continue to include providing pertinent advice on accounting policies, financial procedures and practices, and following up on the implementation of audit recommendations for all active peacekeeping missions.

363. Owing to the increasing need to respond to the exigencies of missions in a timely manner and to get the best possible use out of the strategic deployment stocks, as well as the year-round rotation of the stocks, this work assignment is continuous. After reviewing the operations of strategic deployment stocks for the 2008/09 period, the Board of Auditors recommended that the monitoring of slow-moving strategic deployment stocks should be strengthened to avoid deterioration and obsolescence. This will translate into more movements and transactions of strategic deployment stocks, regardless of whether new missions are established or existing ones are expanded. Moreover, the operation of strategic deployment stocks will be affected by the recent approval of one of the financial elements of the global field support strategy, which has enabled the immediate release of stocks for a value of up to $50 million, in addition to the commitment authority of $100 million, upon the authorization of the establishment of a new mission or the expansion of an existing mission. The volume of transactions involving strategic deployment stocks is expected to show a further increase in the fiscal period 2012/13. The implementation of the global field support strategy in the coming years will require changes in strategic deployment stocks transaction processes and the revision of related accounting guidelines in consultation with the Logistics Support Division and the Field Budget and Finance Division of the Department of Field Support and the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The strategic deployment stocks processes and accounting guidelines should also be further reviewed and updated in preparation for the implementation of IPSAS in peacekeeping operations.

364. Accordingly, it is proposed that one general temporary assistance position of Strategic Deployment Stocks Officer (P-4) be continued as one of the core functions of the Peacekeeping Accounts Section, to provide accurate accounting of

transactions related to the strategic deployment stocks and the review of related accounting guidelines in consultation with DFS, which requires monitoring of relevant operations over multiple years to identify processes that may need improvement and streamlining.

365. Between the period of 2003/04, when the general temporary assistance resources for Finance Assistants were last strengthened, and the period of 2009/10, the number of accounting transactions has increased by 65 per cent, from 298,000 to 491,000 transactions. Even with the stabilization or downsizing of the level of peacekeeping operations, the tasks performed by these positions are not expected to decrease to the level of the 2003/04 period or below in the foreseeable future. Accordingly, it is proposed that three general temporary assistance positions of Finance Assistant (GS (OL)) be continued.

Health and Life Insurance Section

Finance Assistant (1 GS (OL) position, continuation)

366. The current staffing establishment of the Health and Life Insurance Section comprises four continuing posts (1 P-4, 3 GS (OL)) funded by the support account. The Section manages the insurance for staff and their families. The workload of the Section is directly related to the number of staff administered by Headquarters. The tasks of the Section include servicing clients in peacekeeping operations by processing insurance applications for new and reappointed staff, communicating with clients (staff members, their relatives and administrative officers), responding to queries and following up on the status of claims.

367. The harmonization of approximately 6,000 staffing contracts in July 2009 resulted in the offering of insurance benefits to more staff, which further increased the workload of the Section. Although it is envisaged that the level of peacekeeping operations will stabilize, the tasks of this position are not expected to decrease for the time being. Accordingly, it is proposed that one general temporary position of Finance Assistant (GS (OL)) be continued.

Treasury

Finance Officer (1 P-3 position, continuation)

Associate Finance Officer (1 P-2 position, continuation)

368. The current staffing establishment of the Treasury comprises seven continuing posts (1 P-5, 3 P-4, 1 GS (PL), 2 GS (OL)), including one continuing post (P-5) and one general temporary assistance position for the Global Banking Operations Section and three continuing posts (1 P-4, 1 GS (PL), 1 GS (OL)) and one general temporary assistance position for the Cashier's Section, funded by the support account.

369. The significant increase in the scope of peacekeeping operations, from approximately $2.5 billion in 2002/03 to approximately $7.4 billion in 2010/11, and in the complexity of operations in peacekeeping missions, has led to the need to have a Finance Officer in the Treasury who can assist in identifying banking solutions for field missions. Approximately $2 billion is disbursed annually in the field; a significant proportion of that is disbursed locally in countries with a very limited banking infrastructure. The Treasury needs to ensure that these payments are

made in the most efficient, secure and cost-effective manner possible. This can only be done by dispatching a Treasury specialist to the peacekeeping missions to meet with the senior management of local banks and to structure banking arrangements that meet the unique requirements of the United Nations, particularly in respect of cash payments. This involves extensive travel to the field. The introduction of electronic payment systems in peacekeeping missions has led to over 200,000 payments being made annually. Despite extensive training, there are still errors in the formatting of payments that have led to additional bank charges. Although the Treasury has organized numerous training sessions in UNLB and the peacekeeping missions, the high turnover of staff requires continuous training.

370. Accordingly, it is proposed that one general temporary assistance position of Finance Officer (P-3) be continued in the Global Banking Operations Section to provide training on the use of electronic payment systems, to assist in establishing banking operations and arranging payments for peacekeeping missions; to arrange and coordinate the logistics for the transportation, storage and disbursement of cash; and to process the documentation required for the opening and closing of United Nations bank accounts and amendments to bank signatory panels.

371. Given the significant increase in the number of payments processed by the Treasury for peacekeeping operations, it is proposed that one general temporary assistance position of Associate Finance Officer (P-2) be continued in the Cashier's Section. The Section processes all remittances to local bank accounts in the field. For those field presences that maintain only local currency and United States dollar accounts, the Treasury processes foreign currency payments. Not only has the number of such foreign exchange payments increased, the large foreign currency purchases bid competitively on behalf of field offices grew from zero in 2003 to 354 in 2010/11, when the volume of such trade totalled $230 million. Taking into account the increase in the complexity and volume of the payments processed by the Treasury, a staff member with extensive knowledge of global payment processing is required to fully support the operations of the peacekeeping missions. Furthermore, the Treasury makes approximately 7,000 payroll payments per month to staff members in peacekeeping missions. The discontinuation of mission subsistence allowance payments in July 2009 and the high turnover of staff in peacekeeping missions require Treasury to update payroll payment instructions on an ongoing basis. The number of IMIS payroll payment instruction records created increased from 1,000 in 2003 to 10,917 in 2010/11. The incumbent of the position would assist in managing the day-to-day operations of the Section to ensure that the work related to recording Member State contributions, disbursement of funds, foreign exchange and investment settlements and the maintenance of IMIS payee banking master data is conducted in a timely, accurate and efficient manner and that it is carried out in a secure environment, in accordance with the Financial Regulations and Rules of the United Nations, in line with industry best practices. The incumbent would also ensure the accurate and timely processing of payroll payments to peacekeeping staff, and of payments to Member States for troop reimbursement and contingent-owned equipment.

Financial Information Operations Service

Information Systems Officers (1 P-4 position and 1 P-2 position, continuation)

Information Systems Assistant (1 GS (OL) position, continuation)

372. The current staffing establishment of the Financial Information Operations Service comprises six continuing posts (1 P-4, 1 P-3, 1 GS (PL), 3 GS (OL)) and three general temporary assistance positions funded from the support account.

373. It is also proposed that one general temporary assistance position of Information Systems Officer (P-4) be continued to provide systems support for the Peacekeeping Financing Division for all budget, troop cost and fund monitoring-related systems that backstop peacekeeping operations, and to provide guidance for the development of strategies and a vision for integrating the peacekeeping budget submission requirements and the auxiliary systems supporting the Division in Umoja, which includes the articulation of the particular business requirements related to peacekeeping and coordination with the Umoja team. The incumbent also provides direction for and manages support functions, specifically the budget submission spreadsheets and budget formulation process for peacekeeping operations, the troop payments database and the electronic funds monitoring tool.

374. It is proposed that the general temporary assistance position of Information Systems Officer (P-2) be continued to perform the following functions: to deliver settlements for investments and payments for peacekeeping operations together with the Investment Accounting Unit of the Accounts Division and with the Treasury; to provide support in the implementation of Medicare-related policies and ensure that data from mission staff is correctly validated and transmitted to the insurance provider together with the Insurance Service of the Accounts Division; to provide support for the financial systems interface, for the standardization of information technology payment systems for the United Nations globally and for improving controls; and to provide support for the bank reconciliation of peacekeeping accounts, including through the use of the SWIFT interface software in the reconciliation system in order to get a global view of all United Nations accounts, including those under the direct responsibility of the missions. The incumbent would ensure enhanced financial reports, the maintenance of accounts and the handling of settlements, thus enabling the Treasury to get a global view of all United Nations accounts. In turn, this will allow management of the cash position and better investment of funds, which will strengthen and increase the efficiency of the administration of after-service health insurance, provide consolidated insurance data and ensure that mission staff are properly insured. Insurance for mission staff has now been standardized through a common service provider, greatly facilitating the implementation and monitoring of insurance-related systems that validate and transmit data to the insurance provider.

375. It is proposed that the general temporary assistance position of Information Systems Assistant (GS (OL)) be continued to provide assistance to the IMIS finance data team in the Office of Programme Planning, Budget and Accounts and to the Office of Information and Communications Technology by supporting and maintaining the integrity of financial data and to provide accurate reports and prepare accurate financial statements for peacekeeping accounts. In addition, the incumbent would undertake IMIS finance data-cleansing, improve the existing diagnostic system to enhance the quality of the data and of the reports and facilitate

the transition to the new enterprise resource planning system. The incumbent would provide support for the finance component of IMIS, including specification of requirements and testing of changes and enhancements; provide support for the travel claims portal, including with regard to hazard pay and the interface between the portal and IMIS; and provide support to Member States so that they can see contributions in real time, including in the context of the replacement of paper statements.

Peacekeeping Financing Division

Finance and Budget Officer (1 P-4 position, new)

Finance and Budget Officers (2 P-3 positions, continuation)

376. The current staffing establishment of the Peacekeeping Financing Division comprises 33 continuing posts (1 D-2, 1 D-1, 4 P-5, 10 P-4, 8 P-3, 9 GS (OL)) and 2 general temporary assistance positions funded from the support account.

377. The Division has experienced significant growth in its workload volume and scope over the past financial periods commensurate with the evolution of peacekeeping operations, which has had an impact on the reporting requirements and other responsibilities of the Division as a whole. The staff of the Division are fully engaged in the preparation of budget/performance reports for 13 active peacekeeping operations, closed missions, UNSOA, UNLB, the support account and cross-cutting issues, as well as monitoring and providing day-to-day guidance on budgetary and financial matters to the field and Headquarters clients. Development of procedures and training materials as well as organization of training workshops for field mission personnel are essential to support field mission and Headquarters personnel, taking into account the high turnover of staff. The most recent budget workshop for Chiefs/Directors of Mission Support and Chief Budget Officers was held in 2006, and there is a need for the Division to enhance its outreach and support to field missions.

378. Currently, the Division has no dedicated staff to support the review and updating of existing standard operating procedures, training/guidance materials, or the preparation of new ones, and therefore appropriate focused attention is not being given to these tasks. This function is currently being undertaken, to the extent possible, by existing staff, in addition to their principal duties and only to the extent that their principal duties permit. Taking into account the high level of turnover of staff in field missions and at Headquarters, there is a need for development/updating of procedures and training/guidance materials. The Division has also identified a need for enhancing its outreach to field missions through mission visits and workshops, which would be coordinated and supported by this position. With respect to development of standard operating procedures and training materials, various audit recommendations identified a shortfall in this regard, as a result of which the Division has commenced preparation of an online budget and finance training module for the Organization, as well as preparation of the budget and finance manual.

379. In this context, it is proposed that one new general temporary assistance position of Finance and Budget Officer (P-4) be established for the development/update of standard operating procedures and training/guidance materials for budget formulation and implementation for staff in field missions and at Headquarters. This

position would report to the Deputy Director and is expected to be required for a limited duration (up to two years), until the finalization of the update of the standard operating procedures and training/guidance materials. The incumbent of the position would be the focal point in the Division responsible for contributing to the development of both the training modules and the budget and finance manual. The incumbent would also support the Director and Deputy Director in the Division's participation in Organization-wide projects such as Umoja and IPSAS, and assist in the preparation of a systematic training plan for Division staff.

380. It is also proposed that two general temporary assistance positions for Finance and Budget Officers (P-3) be continued to provide support to UNMIT as well as for the timely analysis and preparation of financial documents for MINURCAT throughout the 2012/13 period. The responsibilities of the incumbent supporting UNMIT include the analysis and preparation of the performance report and budget estimates, financial backstopping, monitoring of budget implementation, provision of budgetary guidance to counterparts in DFS and the Mission, and management of liabilities and reimbursements to formed police-contributing countries. The responsibilities of the incumbent supporting MINURCAT include the preparation of the disposition of assets report, financial backstopping and closure of the related trust fund for the Mission. The complete closure of other peacekeeping missions that were terminated in recent years took an average of three fiscal years after liquidation, for which a series of reports are prepared for submission to the General Assembly (a performance report for the liquidation period, a final disposition of assets report and a final performance report). On the basis of this experience, it is expected that the workload with respect to MINURCAT will continue for three fiscal periods after the fiscal year 2010/11, until the final performance report for the Mission has been presented to the Assembly and the Mission has been declared closed under the agenda item "Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations".

381. Furthermore, the incumbent would also provide support for surge requirements that arise when off-cycle budget reports are required, as was the case during 2010/11, when UNMISS and UNISFA were established in June 2011. Therefore, taking into account the existing work assignments and workload of the Division, it is expected that the incumbent would provide support for UNISFA, the recently established peacekeeping mission in Abyei, including analysis and preparation of performance reports and budget estimates, financial backstopping, monitoring of budget implementation, provision of budgetary guidance to counterparts in DFS and the Mission, and management of liabilities and reimbursements to troop-contributing countries.

382. The variance is attributable to the impact of the vacancy rate of 25.4 per cent and 6.8 per cent applied to the computation of requirements for the continuing Professional and General Service category general temporary assistance positions, respectively, for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category), offset by the proposed establishment of two new general temporary assistance positions in respect of which a delayed recruitment factor of 65 per cent is applied to the computation of requirements for new positions in the Professional category.

	Cost estimates	Variance	
Consultants	$4 013.3	$880.3	28.1%

383. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
IPSAS implementation	—	792 600	Provision of guidance and assistance in the preparation of the required data to determine the IPSAS opening balances
IPSAS data preparation	204	2 940 300	Provision of guidance and assistance in the preparation of the required data to determine the IPSAS opening balances
Training	12	280 400	Deployment of instructor-led, intermediate and advanced training on IPSAS
Total		**4 013 300**	

384. An amount of $792,600 is proposed for the engagement of a public accounting firm with technical expertise, including $50,100 for travel, to develop IPSAS-compliant opening statements of financial position for each peacekeeping operation, and prepare the restatement of each financial statement line, currently based on the United Nations system accounting standards, by applying the recognition, measurement, presentation and disclosure requirements of IPSAS and the detailed IPSAS policy framework to ensure full gap compliance closure activities.

385. An amount of $2,940,300 is proposed for the engagement of consultants for 204 person-months, including $228,300 for travel, to support the process of preparing data in the context of determining the IPSAS-compliant opening balances for property, plant and equipment, and inventories. Such preparation is a critical step towards IPSAS compliance owing to the significant quantities and values involved. Significant improvements in streamlining the asset management process have been achieved in recent years and improvements continue to be made. However, the balances currently maintained in legacy systems are not held in an IPSAS-compliant manner, as those systems were not designed to capture all costs related to an asset, as required by IPSAS. Consequently, the balances need to be adjusted to reflect the accounting policies, such as the depreciation rates and methods, which are being adopted for IPSAS.

386. Ensuring that the opening balances are IPSAS-compliant will require complete and accurate records for conversion and, as such, a complete physical verification of assets must be undertaken. Tasks include reviewing, classifying and validating past accounting data relating to property, plant and equipment, inventories and intangible assets, and restructuring legacy accounting data into IPSAS-required data fields. Further, certain assets such as self-constructed property have not been captured at all under the United Nations system accounting standards and have to be first inventoried and then valued.

387. An amount of $280,400 is proposed for the engagement of one consultant for 12 months, including $100,400 for travel to 13 peacekeeping operations, UNSOA

and UNLB (each mission for seven days) to facilitate IPSAS instructor-led training at the intermediate and advanced levels in a classroom setting.

388. The variance is attributable primarily to the additional person-months of consultants required for the determination of IPSAS opening balances in Headquarters and peacekeeping operations.

	Cost estimates	*Variance*	
Official travel	$544.5	$205.2	60.5%

389. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	65 240	Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters
Technical support	236 460	3 consolidated and 47 individual mission financial statements with 17 schedules and notes to the financial statements Visits to 8 peacekeeping operations to provide strategic advice and on-site assistance with budgetary and financial issues United States dollar funds of peacekeeping accounts invested in accordance with United Nations approved guidelines
Seminars/conferences/workshops	43 700	Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters Execution of approximately 2,600 electronic fund transfers, 500 foreign exchange purchases and 1,000 investment settlements
Training	199 100	Visits to 8 peacekeeping operations to provide strategic advice and on-site assistance on budgetary and financial issues Enhanced financial management reports Training of personnel in 2 peacekeeping operations on the funds monitoring tool Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters
Total	**544 500**	

390. An amount of $65,240 is proposed for travel to undertake the following mission planning/assessment/consultation activities: to provide guidance to peacekeeping operations on accounting policies and financial procedures and review issues related to the audit findings for the 2010/11 period ($46,700); and to meet with the administrative representatives of peacekeeping missions to assess the implementation of third-party administration for the medical insurance plan for local

staff in peacekeeping missions, to review the quality of services provided and to discuss coverage requirements and other issues ($18,500).

391. An amount of $236,460 is proposed for travel to undertake the following technical support activities: to provide on-site advice and assistance on budget and financial issues ($103,200); to perform inventory counts and assess the cost of inventory and other assets to determine IPSAS-compliant opening balances ($105,000); and to advise peacekeeping operations finance staff on treasury policies and procedures, cash management and banking related issues ($28,260).

392. An amount of $43,700 is proposed for travel to participate in seminars/conferences/workshops: the annual meeting of the World Bank and the International Monetary Fund to ensure that the Treasury is up to date on global financial issues; central bank seminar on investments and foreign currency markets; annual workshop of the Task Force on Accounting Standards; and a workshop on commercial shipping insurance to increase interest in the industry in covering peacekeeping-related insurance needs.

393. An amount of $199,100 is proposed for travel to undertake the following training-related activities: to deploy instructor-led, intermediate and advanced training on IPSAS ($100,400); to facilitate a five-day workshop for the chief financial officers of peacekeeping operations ($50,000); to provide training to peacekeeping operations on the funds monitoring tool ($20,200); and to attend external information technology training to enhance technology skills in order to ensure that financial systems are maintained in line with technological changes ($28,500).

394. The variance is attributable primarily to the requirements of IPSAS team members to travel to peacekeeping missions to determine IPSAS-compliant opening balances and IPSAS-related training activities.

	Cost estimates	*Variance*	
Information technology	$1 097.9	$198.5	22.1%

395. An amount of $1,097,900 is proposed to provide for non-standard resources for the acquisition of specialized information technology equipment ($25,700); software licences and fees ($743,800); and contractual services for ongoing support ($328,400), to meet peacekeeping business needs, as indicated in the table and paragraphs below.

396. The amount for specialized information technology equipment ($25,700) would cover requirements for replacement servers and spare parts, as required by the vendor's agreement, which will support technology applications utilized for portfolio risk and treasury management of peacekeeping operations.

397. The amount for software licences and fees ($743,800) is required for the maintenance and support of existing financial software and systems, including, for example, the Bloomberg Asset and Investment Manager application, which is utilized for portfolio risk management, SWIFT, which is the interbanking transfer application, and the Operations Processing Integrated Control System utilized for treasury management.

398. The resources for contractual personnel specialized in information technology are estimated based on contract agreements established with approved vendors for ongoing support services and are based on the person-months or man-hours utilized in past experience, as detailed below in paragraphs 399-402.

Table

Non-standard information technology by category

(United States dollars)

Contractual services	
Ongoing support	
Maintenance of field applications	116 000
Implementation of software and system upgrades	159 700
Additional information technology infrastructure	38 700
Additional desktop services	14 000
Subtotal	**328 400**
Total	**328 400**

Ongoing support services

Maintenance of field applications

399. An amount of $116,000 is proposed for contractual services to provide tier-3 level support for the funds monitoring tool, a system used by Headquarters and peacekeeping operations to interface financial data from the field with Headquarters' systems. The cost breakdown is as follows: one contractor for the period at the vendor rates equivalent to the P-3 grade level, which corresponds to the average salary for one contractor currently provided for by the Information and Communications Technology Division of DFS.

Implementation of software and system upgrades

400. An amount of $159,700 is proposed for contractual services to implement upgrades and provide maintenance of the basic visual application, the operations processing integrated control system, which is the Treasury management system, business intelligence and database management software, the funds monitoring tool and SWIFT, the secure interface software for dealing with financial entities, which is a challenge owing to the complexity of the physical environments required to provide this particular infrastructure. System upgrades are essential for enabling existing software to function in a developing information technology environment and to meet the requirements under the service-level agreement with external vendors of the software, external contractual personnel or the Office of Information and Communications Technology in order to obtain future service support or specialized support. The cost breakdown is as follows: one contractor for approximately 10.5 person-months at the vendor rates equivalent to the P-3 grade level.

Additional information technology infrastructure

401. An amount of $38,700 is proposed for contractual services provided by the Office of Information and Communications Technology for the additional information technology infrastructure requirements of the Office associated with the expected growth in existing application environments, not included in the centrally administered standard information technology infrastructure provision. The cost breakdown is as follows: one contractor at the vendor rates equivalent to the P-3 grade level.

Additional desktop support

402. An amount of $14,000 is proposed for contractual services to provide additional desktop services such as maintenance and repair support beyond the standard usage of the Office, which is normally covered under the standard level agreement for desktop services and provisioned accordingly, for example, for Treasury functions that require additional desktop power. The cost breakdown is as follows: one contractor at the vendor rates equivalent to the P-3 grade level.

403. The variance is primarily attributable to an increase in contractual services under ongoing support associated with the transfer of responsibility for tier-3 level support for the electronic funds monitoring tool from the Information and Communications Technology Division of the Department of Field Support to the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts. A corresponding reduction in the proposed resources under ongoing support services for "maintenance of field applications" of the Information and Communications Technology Division has been applied.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$272.0	($33.5)	(11.0%)

404. An amount of $272,000 is proposed to provide for the payment of annual bank fees for Treasury ($200,000); the training fees for external technical courses in the area of information technology ($36,000); the cost of IPSAS-related training materials; and the cost of mailing banking information ($36,000). The variance is attributable to lower bank fees owing to the full implementation of SWIFT for processing payments, partly offset by the increased requirements for IPSAS-related training.

3. Office of Human Resources Management

(a) Results-based-budgeting framework

405. The mandate of the Office of Human Resources Management was established by the General Assembly in its resolution 13 (I). The functions of the Office are set out in ST/SGB/2011/4. The priority of the Office of Human Resources Management will be realizing the Secretary-General's vision of an integrated Organization that can truly deliver as one.

406. The reform initiatives in human resources management approved by the General Assembly in its resolutions 65/247 and 65/248 include modalities for a continuing contract and the harmonization of conditions of service, as well as reforms in the areas of recruitment, mobility and career development. Building on

these reforms, in the forthcoming budget period the Office will provide support and guidance on human resources policies and staff administration with respect to the new contractual arrangements and harmonization of conditions of service under the framework of human resources management reform.

407. The Office will implement outreach and sourcing strategies through strengthened collaboration with Member States, departments, external organizations and other United Nations entities, and identify high-quality candidates, with particular emphasis on finding optimal candidates for positions in field operations; will implement the global roll-out of Inspira and conclude lessons learned from the completion of the stabilization phase of Inspira, and will provide training and orientation for users in collaboration with the Field Personnel Division of DFS; will assist the Secretary-General in developing a comprehensive mobility policy for the Secretariat, including between Headquarters and the field with the aim of fostering integration and knowledge-sharing of staff between Headquarters and field operations; and will support the development of a global workforce, ready to respond to the evolving mandates of the Organization.

408. Furthermore, the Medical Services Division will promote and maintain staff health, while ensuring medical compatibility with job requirements through the development and promulgation of United Nations policies on health-care issues, coordinating and monitoring their implementation. The Division will continue to perform and review medical examinations and to provide travel health advice, pre- and post-mission consultations and psychosocial support for staff. The Office will provide support to all peacekeeping operations to implement mission-specific emergency response plans and ensure compliance with medical emergency and mass casualty incident management plans. The Medical Service Division, in partnership with the Field Personnel Division of DFS and the Department of Safety and Security, will contribute to the development of an emergency response capacity in peacekeeping operations through orientation and training programmes for peacekeeping staff and managers, including medical personnel and members of the Crisis Management Team/Security Management Team operating under the United Nations security management system.

409. The Office comprises the Office of the Assistant Secretary-General, which includes the Human Resources Policy Service, the Strategic Planning and Staffing Division, the Learning, Development and Human Resources Services Division, the Medical Services Division and the Human Resources Information Systems Section.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Member States have access to online reports on human resources information for field operations (2010/11: not applicable; 2011/12: available; 2012/13: available)

Outputs

- Annual report on the composition of the Secretariat, including staff demographics for field operations
- Online reports for Member States on human resources information for field operations, including support for 400 users in the permanent missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of field operations	3.1 100 per cent of peacekeeping operations and UNSOA achieve the targets set out in the strategic indicators of the human resources management scorecard (2010/11: not applicable; 2011/12: 100 per cent; 2012/13: 100 per cent)
	3.2 Orientation and training on the performance management and development system (tools and policies) conducted in 100 per cent of field operations (2010/11: UNMIL, representing 5 per cent of the global field population; 2011/12: 100 per cent; 2012/13: 100 per cent)
	3.3 Response to all mission medical evacuation requests and requests for medical clearance for urgent deployment provided on the same day (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)
	3.4 Response to all requests for pre-mission health assessment including mental health (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- Guidance to 13 peacekeeping missions, UNSOA and UNLB on the exercise of delegated authority for human resources management including through mission support visits
- Clearance and certification of 120 chief administrative officers and chief civilian personnel officers for field operations, and all Professional officers with responsibilities for personnel administration and for performing human resources functions in DFS and in field operations
- 6-8 outreach missions to identify candidates for field operations who meet the characteristics set out in the strategic indicators of the human resources management scorecard
- Human resources management scorecard reporting for field operations, including Management Performance Board and support for 120 field operations scorecard users
- Provision of guidance using instructional manuals and other tools to support peacekeeping operations on the implementation of the Inspira talent management system
- Conduct of comprehensive and interim salary surveys for MINURSO (1 location), MINUSTAH (1 location), UNMIT (1 location) and UNOCI (1 location); conduct of 12 interim salary surveys either in the country where the field operation is headquartered or in countries within the mission area; issuance of revised salary scales for the General Service category (18 duty stations) and for the National Professional Officer category (18 duty stations), as applicable
- Review and approval of up to 50 generic job profiles for usage within field operations
- Provision of policy advice on matters affecting mission staff, including on policy framework development, contractual modalities, harmonization of conditions of service, development of a new mobility framework and liaison within the International Civil Service Commission and the field group; contribution to inter-departmental development of a new mobility framework
- Provision of legal advice to address administrative law issues, representation of the Administration before the Dispute Tribunal (New York, Nairobi and Geneva) and processing of disciplinary matters referred for action by DFS

- Online training, guidance and user support on the e-performance tool for all staff in field operations
- Provision of guidance, advice, and support on performance management to all staff in field operations through videoconferences, WebEx, briefings and teleconferences
- Administration and organization of consultations and focus groups across the Secretariat, including peacekeeping missions, to contribute to the development of different mobility initiatives, with the goal of enhancing the mobility of staff members between Headquarters locations, offices away from Headquarters and peacekeeping operations
- Provision of 2,800 consultations and guidance on various human resources-related issues with respect to the staff members of peacekeeping operations
- Provision of administrative support for approximately 300 requests related to the termination of appointments owing to health reasons (disability) or abolishment of posts, agreed termination, abandonment of posts, outside activities, special leave with full/half pay, waiver of privileges and immunities, administrative reviews and appeals and as an exception to staff rules and regulations
- Capacity in emergency response established in 4 peacekeeping operations (UNMISS, UNAMID, UNIFIL, UNMIL)
- Provision of advice on technical and professional aspects of the functioning of the entire mission medical support system, through the evaluation and monitoring of 70 United Nations civilian medical units and provision of professional oversight to 18 chief medical officers
- Review for technical clearance of 300 curricula vitae of candidates for medical positions in field operations
- 1 regional meeting of chief medical officers for the updating of medical and medico-administrative policies, training in emergency response and mass casualty preparedness planning
- 3 on-site assessments of field mission medical facilities in response to requests, and of 1 regional medical evacuation centre linked to peacekeeping missions
- Medical clearance of 6,000 mission staff/candidates, military observers and civilian police for recruitment/assignment/travel; 4,000 pre-mission briefings and medical consultations, immunizations and issuance of medical kits for staff travelling to field operations
- 400 pre-mission psychological assessments and consultations, 2 mission-readiness and resilience workshops for Headquarters staff planning to work in field missions, and 2 mission-readiness and resilience workshops in 2 peacekeeping missions
- Certification of sick leave for 1,200 staff of peacekeeping missions, DPKO and DFS
- Advice to the United Nations Joint Staff Pension Fund on 40 disability pension cases for staff of missions and DPKO, and advice on 300 medical compensation claims for civilian staff, military observers, civilian police and troops
- Advice to field operations and DPKO on 500 requests of medical evacuations/repatriations of civilian staff, military observers, civilian police and troops
- Implementation of electronic medical records and occupational health management system (EarthMed) in 2 peacekeeping operations
- Provision of help desk support, application development, maintenance and production support for Inspira, the talent management system, for use in all field operations (Inspira Support Centre)

- Provision of support for over 24,000 peacekeeping mission users of Inspira (Inspira Support Centre)
- Organization of an annual conference to provide training for technical coordinators on Inspira enhancements for the benefit of all peacekeeping operations (Inspira Support Centre)
- Online human resources reports for human resources practitioners in peacekeeping operations including support for 2,000 field operations users
- Customization and roll-out of online learning courses and other web-based training materials, as part of the United Nations Inspira system, for all peacekeeping operations
- Help desk support and training associated with an average of 100 IMIS human resources queries per week from field operations

External factors

National institutions will be supportive of efforts to improve the local health environment and facilities at mission locations; there is no escalation of hostilities in countries where mission staff are deployed and no resurgence of epidemics and no emergence of new health hazards; reliable Internet connections are available; vendors will meet their obligations under the talent management system and other information systems contracts

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	—	—	—	—	**—**	—
D-1	—	—	—	—	**—**	—
P-5	2	—	—	—	**2**	—
P-4	15	—	—	—	**15**	—
P-3	9	—	—	—	**9**	—
P-2/P-1	1	—	—	—	**1**	—
Subtotal	**27**	**—**	**—**	**—**	**27**	**—**
General Service and other						
Principal level	1	—	—	—	**1**	—
Other level	19	—	—	—	**19**	—
Subtotal	**20**	**—**	**—**	**—**	**20**	**—**
Total	**47**	**—**	**—**	**—**	**47**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	6 595.9	6 382.3	6 496.1	113.8	1.8
II. Non-post resources					
General temporary assistance	2 396.3	2 392.6	2 578.0	185.4	7.7
Consultants	247.8	15.0	45.0	30.0	200.0
Official travel	363.8	351.3	293.8	(57.5)	(16.4)
Communications	93.8	—	—	—	—
Information technology	1 474.7	1 963.8	1 992.0	28.2	1.4
Other supplies, services and equipment	221.1	218.7	190.0	(28.7)	(13.1)
Subtotal II	**4 797.5**	**4 941.4**	**5 098.8**	**157.4**	**3.2**
Total	**11 393.4**	**11 323.7**	**11 594.9**	**271.2**	**2.4**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$6 496.1	$113.8	1.8%

410. The provision of $6,496,100 would cover salaries, common staff costs and staff assessment for the 47 continuing positions in respect of which a delayed recruitment factor of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) was applied. The variance is attributable to higher standard salary costs in the General Service category and to the impact of the vacancy rate of 7.9 per cent applied to the computation of requirements for the continuing General Service category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category); offset in part by the budgeted vacancy rates for 2012/13 applied to the computation of requirements for the continuing Professional category posts of 15.9 per cent, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category).

	Cost estimates	Variance	
General temporary assistance	$2 578.0	$185.4	7.7%

411. The proposed requirements in the amount of $2,578,000 would cover the continuation of 20 general temporary assistance positions, the establishment of 4 new general temporary assistance positions and the continuation of general temporary assistance for six person-months, as described below.

Human Resources Policy Service

Administrative Law Section

Legal Officers (1 P-3 position and 1 P-2 position, continuation)

412. The current staffing establishment of the Administrative Law Section comprises eight continuing posts (3 P-4, 3 P-3, 1 P-2, 1 GS (OL)) and two general temporary assistance positions funded from the support account, including four posts (1 P-4, 2 P-3 and 1 P-2) that make up the Disciplinary Unit funded from the support account, and is responsible for handling disciplinary cases arising from field missions and acts as counsel for the respondent before the United Nations Dispute Tribunal. The Unit handles all disciplinary matters referred to the Office of Human Resources Management for action. The work involves reviewing investigation reports, making recommendations on whether to pursue disciplinary action, charging staff members, making recommendations on the final disposition of a case and preparing all related documentation. During the 2010/11 period, the Unit was responsible for handling approximately 341 individual disciplinary matters.

413. In this context, it is proposed that two general temporary assistance positions of Legal Officers (1 P-3, 1 P-2) be continued to address the backlog in disciplinary cases and related appeals originating from field missions. With the introduction of the justice system, the United Nations Dispute Tribunal has made it clear that disciplinary matters must be processed in an expeditious manner while at the same time ensuring that the evidential basis of each case can withstand scrutiny and that staff members' right to due process has been upheld. With the abolition, in July 2009, of the joint disciplinary committees, which performed a fact-finding function under the old system, the Disciplinary Unit is now responsible for undertaking more consultations with the relevant investigative entities, increasing the amount of time required to handle disciplinary cases. This is particularly true for the backlog of cases that were transferred from the joint disciplinary committees to the Office of Human Resources Management.

Learning, Development and Human Resources Services Division

Career Support and Performance Management Section

Human Resources Officer (Mobility) (1 P-3, continuation)

Human Resources Officer (Performance Management) (1 P-3, continuation)

Human Resources Assistant (Mobility) (1 GS (OL), continuation)

414. The current staffing establishment of the Learning, Development and Human Resources Services Division comprises seven continuing posts (2 P-4, 1 GS (PL), 4 GS (OL)) and three general temporary assistance positions funded from the support account. The Career Support and Performance Management Section includes no continuing posts and only the three general temporary assistance positions funded from the support account. The Division is responsible for human resources development and learning and, through its Career Support and Performance Management Section, manages the provision of careers support services, including a range of personal and professional development programmes for United Nations staff. In addition, it conceptualizes, implements and manages career development and staff mobility programmes, including the managed reassignment programme as well as other mobility initiatives; and ensures the

effective implementation of the Organization's human resources performance management and development system.

415. The Office of Human Resources Management will continue to support the Secretary-General's vision of a global, adaptable and dynamic workforce by reviewing and assessing a range of mobility initiatives with the overall objective of developing a global mobility framework. This will include support for the working group on career development and mobility within the context of the Staff-Management Committee. The working group will hold discussions with Member States, United Nations agencies, funds and programmes, heads of department, offices and field operations, senior management and staff focus groups. Mobility initiatives are an integral component of the Organization's career development framework as they contribute to the spirit of a "global Secretariat" and foster integration and sharing of best practices among headquarters duty stations, regional commissions and peacekeeping operations. A more structured mobility policy is needed to support the Secretary-General's vision of a global, adaptable and dynamic workforce. It will contribute to the development of a workforce that can meet the evolving mandates of the Organization and deliver better results. It will help to staff understaffed duty stations and provide equal opportunities for service across the Secretariat, including a fair division of the burden of service in challenging duty stations, subject to the needs of the Organization. The global mobility framework is being developed by the Office of Human Resources Management in close coordination with DFS and DPKO.

416. Furthermore, the Office of Human Resources Management will implement the global roll-out of the enhanced performance management and development system, including the e-performance tool, currently being piloted in UNMIL. The global roll-out will include migration of all current e-PAS users (approximately 25,000 field staff) to the new e-performance system on 1 April 2012, which will require hands-on training and orientation for users that will be conducted in partnership with the Field Personnel Division of DFS. Additionally, the implementation of mandatory performance management training for all managers and supervisors (approximately 8,000 field based staff) would be coordinated and facilitated.

417. Given that the Section has no dedicated posts funded from the support account to provide mobility and performance management support, it is proposed that three general temporary assistance positions of Human Resources Officer (2 P-3) and Human Resources Assistant (GS (OL)) be continued. Specifically, the Human Resources Officer dedicated to mobility would continue to serve as the focal point for peacekeeping operations, and provide overall support to the working group on career development and mobility. The Officer would ensure appropriate and adequate communication and consultation on the development of a comprehensive mobility framework with staff members serving in peacekeeping operations and ensure that their needs and views are reflected in the proposed framework. The Officer would contribute to the preparation of a comprehensive mobility framework to be proposed at the sixty-seventh session of the General Assembly. The Human Resources Officer would contribute to the development and implementation of related programmes (e.g. support for spouses and families, career development and counselling) to ensure successful implementation and adequate support for staff members serving in peacekeeping operations. The Human Resources Officer would further conduct information and briefing sessions to sensitize staff members on the positive impact of mobility for their career development and to ensure fair rotation

between staff at Headquarters, offices away from Headquarters and staff in peacekeeping missions.

418. The Human Resources Assistant dedicated to mobility would continue to support the Human Resources Officer on all matters related to consultations with staff of peacekeeping missions. The Assistant would prepare all documents and facilitate briefing and information sessions on the comprehensive mobility framework, with a view to ensuring a successful communication and outreach campaign that encourages movement among duty stations and peacekeeping operations.

419. The Human Resources Officer dedicated to performance management would continue to implement the mandatory performance management training for supervisors and managers in an effort to ensure a seamless roll-out and would support peacekeeping operations scale-up and training. The Officer would continue to serve as the dedicated focal point for DFS and field missions on all aspects of performance management training, including building of local capacity at the mission level through planning and conducting train-the-trainer programmes for designated focal points in field operations and production of training manuals/tools and an online electronic user productivity kit.

Human Resources Information Systems Section

420. The current staffing establishment of the Human Resources Information Systems Section comprises 3 continuing posts (1 P-4, 1 P-3, 1 GS (OL)) and 15 general temporary assistance positions funded from the support account. The Section is strategically located at Headquarters and in Bangkok, as described in the paragraphs below.

421. The core function of the Human Resources Information Systems Section is to develop and improve information systems to support the implementation of human resources reforms in the United Nations, including in peacekeeping operations. Core activities include project management and production support for human resources information systems, including Inspira. The Section is providing project management, production, reporting and technological infrastructure support for system enhancements in the areas of recruitment, learning management and performance management. The Section will continue to support the implementation of enterprise resource planning systems that conform to the directives of the Office of Information and Communications Technology. In addition, the Section will support and facilitate the implementation of enterprise resource planning in the field and the integration of such planning with the Inspira system for the field staff data elements. Furthermore, the Section continues to provide help desk assistance for IMIS, the Secretariat's principal administration system for the management of human and financial resources.

422. The Section is also providing Inspira application development, maintenance, production and user support through the Inspira Support Centre. The Centre provides technical application expertise to support the global implementation of the software for the Inspira programme by designing new processes and optimizing current ones, managing complex implementation projects, providing user support and keeping Inspira up and running. In addition, the Centre helps to optimize the use of all Inspira modules and components so that they are implemented in a cost-

effective manner, thus contributing to the overall success of the talent management programme.

Human Resources Information Systems Section — Headquarters

Project Manager (1 P-4 position, continuation)

Project Manager (Data Warehouse) (1 P-4 position, continuation)

Assistant (IMIS Help Desk) (1 GS (OL) position, continuation)

Business Analysts (2 P-3 positions, new)

Assistant Business Analyst (1 GS (OL) position, new)

423. In this context, it is proposed that one general temporary assistance position of Project Manager (P-4) be continued to manage Inspira-related projects from Headquarters, in particular the components related to staffing.

424. The Project Manager develops project plans for the assigned Inspira projects in liaison with the Inspira Programme Coordinator, including definition of project tasks, resource requirements, goals and deliverables; tracks and monitors project progress against plan, requirements, quality measures and standard processes; reports on project status, including project progress, problems and solutions, to all stakeholders; manages project resources and provides leadership and direction to their assigned project team(s), and follows up continuously on task progress and quality of deliverables; complies with Inspira project management standards in project planning and reporting; implements and manages project changes and interventions to achieve project outputs; and evaluates project progress and works for continuous improvement in project delivery. One of the key roles of the Project Manager is to work closely with the business owners in terms of their scope, expectations and deliverables for the project, building a partnership with them to ensure their close involvement in assigned projects during each project phase.

425. The Project Manager is responsible for ensuring that assigned projects are delivered within schedule, budget, scope and quality; to manage all aspects of the assigned projects, including requirements definition, development, user acceptance testing, training and deployment; conducting administrative functions as required, including writing job descriptions and general resource management; and for subsequent roll-out globally of assigned Inspira projects.

426. The record-keeping needs of intergovernmental bodies and troop-contributing countries as well as of the Secretariat have increased exponentially in recent years. Since 2006, the database for the Secretariat has expanded to over 40,000 records, with more than 60 per cent of the increase attributed to the incorporation of peacekeeping personnel records. The database is projected to contain over 150,000 records on consultants, individual contractors, volunteers, military police and interns, among others. The demand for operational reports, executive reports, ad hoc reports, charts, graphs, dashboards and scorecards has increased at a rapid rate. In order to meet these demands, the Office of Human Resources Management has started developing, with the participation of DPKO and DFS, a single, fully integrated and automated data warehouse that should provide all its users with a single, authoritative source for their analytical, transactional and strategic reporting needs. It is expected that the data warehouse will effectively provide a consolidated view of all personnel in the Organization. It will also provide data of a consistent

quality, enabling analysts and managers to proactively identify problems and opportunities.

427. In this context, it is proposed that one general temporary assistance position of Project Manager (P-4) be continued. The Project Manager is responsible for the overall implementation of the data warehouse; for leading efforts to analyse and document the Organization's business needs in terms of reporting; for overseeing the data warehouse design; for assisting in the design of data dimensions; for ensuring the seamless integration with other legacy systems associated with human resources management that are planned for decommissioning, such as IMIS, PMStars, Nucleus and Galaxy, so that data can be extracted from and inserted into the data warehouse; for designing ways of enabling integration with the new Inspira system so that data can be exchanged and reports can be generated; for ensuring the quality and integrity of the data in the warehouse; for overseeing the building of the self-service reporting portal; for designing and ensuring the implementation of data security rules and models; and for ensuring that all aspects of the data warehouse are implemented in line with industry best practices and Secretariat standards.

428. The IMIS help desk will continue to support users in peacekeeping missions. Accordingly, it is proposed that one general temporary assistance position of Assistant (GS (OL)) be continued for the identification and analysis of technical problems within IMIS human resources functionalities; provision of guidance and solutions to all users with regard to IMIS in the field of human resources management; coordination of data processing when actions involve users of more than one department; liaison with local IMIS coordinators in the field on the analysis of data for processing transfers of staff post data; liaison with IMIS technical staff on various aspects of system maintenance, including the review of functional and/or technical requirements documentation; support for the utilization of the Section's tracking system to record user requests and to assist in building a knowledge-based library of the most common issues that may lead to the design of user training sessions; and assistance in organizing and delivering training in all areas of the IMIS human resources management application for staff in all categories, both at Headquarters and in the field, including the development and revision of training programmes. Furthermore, owing to the high turnover of support staff in the field, there has been a significant increase in the number of IMIS issues caused by human errors, requiring extensive corrections in the IMIS system and causing substantial delays in the processing of staff members' records and payroll. The Assistant will respond to IMIS requests relating to IMIS script changes, index number requests, IMIS adjustments, corrections and other IMIS requests. Currently, over 25 per cent of the IMIS support provided is related to movements of field-based staff.

429. The staffing module for Headquarters-based vacancies was launched under the Inspira talent management information system. Following its launch, further releases and modules have been implemented with the goal of continuously improving the system in terms of usability, performance and functionality. Given its current status and the success of the staffing module, it was agreed that the Section should move forward with the global implementation of the staffing module. Roll-out to the field, in particular, will be a primary focus of this global implementation and will be undertaken in close cooperation with DFS to ensure that the specific needs of the field in the area of staffing are fully addressed and will cover the following major functional areas: staffing for field-based positions; onboarding,

with particular emphasis on the specific needs of the field; and reporting and analytics. Mindful of this need to roll out a comprehensive solution for field-based staffing, and taking into account lessons learned in the roll-out of existing releases and modules of Inspira, it has been determined that the existing resources allocated to support Inspira, are not sufficient in the short term to support the comprehensive roll-out of the tool to the field, as detailed above.

430. In this context, it is proposed that three new general temporary assistance positions of Business Analyst and Assistant Business Analyst (2 P-3, 1 GS (OL)) be established to support the roll-out for a defined period of time, with clear benchmarks leading to a fully operational system in the field. The project would complete a major, high-profile delivery within the project of work for Inspira, ensuring a single, unified worldwide staffing system for the entire United Nations Secretariat. The final expected deliverable from this project would be the delivery of a fully operational system, covering staffing, onboarding and business analytics, across all peacekeeping missions.

431. The two Business Analyst positions would lead review sessions with business users in each area (staffing and onboarding). They would document business process and functional requirements, define test plans, lead in the preparation of test scripts and training materials, and oversee the preparation and coordination of user acceptance testing. They would also ensure smooth transition activities to production for new systems and coordinate post-production support activities and the final global roll-out. The Assistant Business Analyst position would primarily provide support to the business analysts in their tasks. The incumbent would assist in the review sessions with business users and ensure that documentation of business process and functional requirements are complete and located in a central repository so that all project personnel can access them. The incumbent would also assist in the preparation of testing and training phases of the project, which includes coordinating logistics and facilitating some sessions.

Human Resources Information Systems Section — Bangkok

Inspira Support Centre

Development Officer (1 P-3 position, continuation)

Development and Production Support Analyst (1 P-3 position, continuation)

Associate Application Support Officer (1 P-2 position, continuation)

System Monitoring Assistant (1 GS (PL) position, new)

Customer Support Representative (Help Desk) (1 GS (PL) position, continuation)

Customer Support Representatives (Help Desk) (6 GS (OL) positions, continuation)

Database Administrator (1 GS (OL) position, continuation)

Administrative Assistant (1 GS (OL) position, continuation)

432. The current staffing establishment of the Inspira Support Centre comprises no continuing posts and 13 general temporary assistance positions (1 P-4, 2 P-3, 1 P-2, 1 GS (PL), 8 GS (OL)) funded from the support account.

433. The Inspira Support Centre, located in Bangkok, is responsible for providing support for the development and maintenance of the Inspira application and the

career portal, as well as support to peacekeeping missions. The Centre is responsible for all enhancements, upgrades, support and maintenance for the enterprise platform for human resources. Each year, the functionality and technology related to the application need to be updated and enhanced in order to ensure the provision of optimized support to enable the Organization to meet its human resources mandates. The team of external consultants from the software vendor at Headquarters was phased out after the initial implementation of Inspira in the first half of 2010. The scope and activities of the Inspira Support Centre have increased significantly since the first phase of implementation, as all technical functions have been performed from Bangkok, and no longer from Headquarters.

434. The Inspira Support Centre has served to optimize the use and functions of all the talent management programme modules available from the software, as well as the performance management and learning management components, to ensure the overall success of the programme. While the recruiting, learning management and performance management modules were rolled out in 2010, they will also require extensive support and enhancement. As at February 2012, over 463,000 external applicants from 192 countries had registered through Inspira and over 550,000 applications had been received for the jobs posted. Given the anticipated lifespan of 7 to 10 years of an application such as Inspira and the financial investment made for the software and its implementation, it is important that the Centre be sufficiently staffed to continue to maintain the system and respond quickly to the user communities, including peacekeeping mission personnel and applicants for peacekeeping posts. It is estimated that the number of end-users in 2012/13 will include more than 50,000 United Nations personnel, over 1.7 million external candidates and 2 million visitors to the website. An estimated 80 per cent of the recruitment activities are associated with peacekeeping missions.

435. It is proposed that two general temporary assistance positions of Development Officer and Development and Production Support Analyst (2 P-3) be continued to maintain and troubleshoot the Inspira software application in the production environment, escalating the third-level technical calls to the external parties as defined by the service-level agreement; monitoring and reporting on system usage and capacity; measuring and reporting on the system's availability; and performing systems and security administration and resolving tier-2 problems and known errors.

436. It is proposed that one general temporary assistance position of Associate Application Support Officer (P-2) be continued to provide application support for Inspira, reporting and the learning management system (defect resolution, root-cause analysis) application configuration; performance management support; technical system administration; application upgrades and patching; running process and scheduling reports; user management; system maintenance and monitoring; change management; and workflow development.

437. It is proposed that one new general temporary assistance position of System Monitoring Assistant (GS (PL)) be established to ensure proper monitoring of system activity, including notification to management of potentially non-recoverable system failure; prepare work schedules for round-the-clock operations; monitor, debug and resolve Inspira operational issues (such as routing, network hardware/software failure, configuration, WAN outages, firewalls or performance issues); maintain and support configuration management of the Inspira system; and monitor, manage and resolve all data-networking issues with respect to the Inspira

system. The incumbent would also coordinate effective use of communication channels in the event of an issue, so that any major production issues can be addressed promptly, thereby improving the systems' turnaround time.

438. It is proposed that seven general temporary assistance positions of Customer Support Representative (1 GS (PL), 6 GS (OL)) be continued to manage the tier-1 help desk support for talent management. The help desk staff will continue to be responsible for the following tasks: provide tier-1 ("how to") support; facilitate provision of predefined responses by the Office of Human Resources Management to first-level substantive service calls to the help desk and manage the quarterly reviews and updates of such responses; escalate service calls to the second level of support; prepare response templates; and prepare operational reports and ongoing training and knowledge transfer. It is anticipated that the learning management module would be rolled out in 2011/12 and would require extensive supports.

439. It is proposed that one general temporary assistance position of Database Administrator (GS (OL)) be continued to ensure the availability, backup and recovery of data, resolve database issues, create tables and indexes, maintain the database of users, apply patches, ensure database security and troubleshoot database performance issues.

440. It is proposed that one general temporary assistance position of Administrative Assistant (GS (OL)) be continued to support the Chief of the Inspira Support Centre in the administrative duties and functions of the Centre, providing support in the areas of human resources, budget and finance, responding to governing body inquiries and buildings/facilities issues, dealing with information and communications technology services and other administrative duties, and ensuring consistency in the application of United Nations rules and procedures.

Strategic Planning and Staffing Division

Human Resources Officer (1 P-4 position, 6 months, continuation)

441. The current staffing establishment of the Strategic Planning and Staffing Division comprises seven continuing posts (1 P-5, 2 P-4, 2 P-3 and 2 (GS (OL)) and six person-months of general temporary assistance funded from the support account.

442. One of the priorities of the Division for the 2012/13 period is to develop and manage components of Inspira related to staffing. The Division, in coordination with the Field Personnel Division of DFS, is continuing its efforts to configure Inspira for use in the field. The Division is also leading the implementation of Inspira in the Secretariat, including in DPKO, DFS and field operations. As Inspira continues to be rolled out, including in missions, continued support will be needed to ensure that the system is implemented seamlessly and in a manner that facilitates the achievement of the overall goal of a harmonized system used across the entire Secretariat.

443. In this context, it is proposed that general temporary assistance for six person-months of Human Resources Officer (P-4) be continued to support operations related to the implementation of Inspira in peacekeeping operations, including work on the development and enhancement of Inspira modules that support the advertisement of generic job profiles for the purpose of building rosters for the recruitment of personnel to field missions and the development of training materials specifically for users in the field and users at Headquarters who support recruitment

to the field. As the rosters of those who have passed the national competitive recruitment examination are now being made available for recruitment to the field, the Officer will be the focal point for the recruitment of those candidates to the field.

444. The variance is attributable to the proposed establishment of four new general temporary assistance positions, in respect of which a delayed recruitment factor of 65 per cent and 50 per cent is applied to the computation of requirements for new positions in the Professional category and General Service category, respectively, offset by the impact of the vacancy rate of 25.4 per cent and 6.8 per cent applied to the computation of requirements for the continuing Professional and General Service category general temporary assistance positions, respectively, for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category).

	Cost estimates	*Variance*	
Consultants	$45.0	$30.0	200%

445. The consultancy requirements are as follows.

(United States dollars)

Expertise	*Persons-months*	*Amount*	*Output reference*
Review of generic job profiles	2	30 000	Review and approval of up to 50 generic job profiles for usage within field operations
Occupational resilience-building/ mission readiness	1	15 000	2 mission readiness and resilience workshops in 2 peacekeeping missions
Total		**45 000**	

446. An amount of $30,000 is proposed for the engagement of two consultants with technical expertise in the area of human resources for a total of two person-months to review generic job profiles for peacekeeping missions. The review would be conducted in cooperation with the Field Personnel Division of DFS whereby the Field Personnel Division would draft and develop generic job profiles and send them to the Compensation and Classification Section of the Office of Human Resources Management for review and approval, which would represent a considerable degree of coordination given the numerous stakeholders to be consulted within DFS. The engagement of consultants would facilitate the process and provide the Compensation and Classification Section with the dedicated capacity for the technical review and independent approval of job profiles in DFS.

447. An amount of $15,000 is proposed for the engagement of a consultant with technical expertise in the area of psychology or a similar specialization for one person-month to facilitate a training workshop that is currently being developed for building the occupational resilience of staff preparing to go on mission, staff already in a mission and families that have been left behind. for an ongoing continuum of care. The specialist would also develop a long-distance-relationship training

workshop to help families maintain a sense of stability while the staff member is on mission. The specialist would help to facilitate an initial train-the-trainer session for staff counsellors and focal points, who would then continue to implement the programme. The workshop aims to improve retention of trained staff members in the field and is a planned measure to improve incumbency levels in peacekeeping missions as concerns with respect to high vacancy rates are reiterated by the General Assembly in its resolutions.

448. The variance in consultancy resources reflects the change in requirements associated with non-recurring initiatives whereby external expertise is not available within the Untied Nations system, in particular, with regard to the integration services for the Inspira portal and data warehouse for which a provision was included in the 2011/12 budget, which will be completed in the current financial period.

	Cost estimates	*Variance*	
Official travel	$293.0	($57.5)	(16.4%)

449. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessments/ consultation	35 000	Conduct of comprehensive and interim salary surveys for MINURSO (1 location), MINUSTAH (1 location), UNMIT (1 location), UNOCI (1 location); conduct of 12 interim salary surveys either in the country where the field operation is headquartered or in countries within the mission area; issuance of revised salary scales for the General Service category (18 duty stations) and for the National Professional Officer category (18 duty stations), as applicable; 1 evaluation of a regional medical evacuation facility linked to peacekeeping missions
Technical support	151 000	Implementation of electronic medical records and the occupational health management system (EarthMed) in 2 peacekeeping operations Guidance to 13 peacekeeping missions, UNSOA and UNLB on exercise of delegated authority for human resources management, including through mission support visits 6-8 outreach missions to identify candidates for field operations who meet the characteristics set out in the strategic indicators of the Human Resources Management scorecard Provision of legal advice to address administrative law issues, representation of the Administration before the Dispute Tribunal (New York, Nairobi and Geneva) and processing of disciplinary matters referred for action by DFS Help desk support and training associated with an average of 100 IMIS human resources queries per week from field operations

Type of travel	*Amount*	*Output reference*
Seminars/conferences/workshops	38 000	1 regional meeting of chief medical officers for updating of medical and medico-administrative policies, training in emergency response, and mass casualty preparedness planning Provision of policy advice on matters affecting mission staff, including policy framework development, contractual modalities, harmonization of conditions of service, development of a new mobility framework and liaison within the International Civil Service Commission and the field group
Training	69 800	400 pre-mission psychological assessments and consultations Provision of guidance, advice and support on performance management to all staff in field operations Help desk support and training associated with an average of 100 IMIS human resources queries per week from field operations
Total	**293 800**	

450. An amount of $35,000 is proposed for travel to undertake the following mission planning/assessment/consultation activities: conduct of interim salary surveys for four peacekeeping missions (MINURSO, MINUSTAH, UNMIT and UNOCI) and issuance of 18 salary scales for local staff in peacekeeping missions ($26,000), and assessment of a regional medical facility linked to peacekeeping missions by the Medical Services Division ($9,000).

451. An amount of $151,000 is proposed for travel to undertake the following technical support activities: the development of the second phase of Inspira in Bangkok and India and to ensure operational compliance and efficiency at the Inspira Support Centre ($28,000); to assist with the representation of the Administration before the United Nations Dispute Tribunal ($30,000); to provide support with contract reform-related issues ($10,000); to conduct outreach activities in coordination with DFS to unrepresented and underrepresented Member States to encourage candidates to apply to peacekeeping missions ($17,000); to provide guidance to field operations on the implementation of the monitoring framework ($54,000); and to conduct a business analysis for the implementation of EarthMed at the Regional Service Centre at Entebbe ($12,000).

452. The amount of $38,000 is proposed for travel to participate in seminars/conferences/workshops: the regional meeting of chief medical officers for coordination and update of medical and medico-administrative policies; workshops on mission readiness and resilience in peacekeeping missions and for mental health management; a human resources network and International Civil Service Commission workshops/sessions related to conditions of service in the field; and the Oracle Open World conference to gain additional knowledge and keep updated on the newest features of software technologies used for Inspira.

453. The amount of $69,800 is proposed for travel to undertake the following training-related activities: mission readiness training for mission focal points in peacekeeping missions ($18,800); train-the-trainer workshops on the mandatory performance management training for managers and supervisors ($40,000); and

training of staff of the Inspira Support Centre on new versions of the software used to support Inspira modules ($11,000).

454. The variance is primarily attributable to the decreased requirements for Inspira-related travel as most of the training of Inspira modules, for which a provision was included in 2011/12 budget, will be completed in the current financial period.

	Cost estimates	*Variance*	
Information technology	$1 992.0	$28.2	1.4%

455. An amount of $1,992,000 is proposed to provide for non-standard resources for software licences and fees ($85,000) and contractual services for the development of applications ($1,907,000), to meet peacekeeping business needs, as indicated in the table and paragraphs below.

Table
Non-standard information technology by category
(United States dollars)

Software licences and fees	
Inspira	85 000
Contractual services	
Proposed application development	
Inspira	1 877 000
Human resources website	30 000
Subtotal	**1 907 000**
Total	**1 992 000**

456. The amount of $85,000 for software licences and fees is associated with the proprietary software required for the Inspira system and the user base at Headquarters.

457. The resources for contractual personnel specialized in information technology are estimated based on contract agreements established with approved vendors for ongoing support and development services, as detailed below in paragraphs 458 to 461.

Proposed application development

Inspira

458. The amount of $1,907,000 for contractual services is proposed to cover the continued development of Inspira ($1,350,000) and low-level support during the retirement process of e-PAS, Galaxy and other legacy systems, which will continue into 2012/13 ($527,000).

459. In its resolution 61/244 of 22 December 2006, the General Assembly approved the implementation of a talent management system. The scope of the system,

defined in the report of the Secretary-General entitled "Investing in people" (A/61/255, para. 371) included "a new technological infrastructure for e-staffing, a learning management system, a system for reporting and managing data". Implementation of the staffing module began with its deployment at Headquarters in March 2010 and will conclude with its deployment to field operations. The new performance management system was deployed on a pilot basis in April 2010 and will be deployed to all departments and duty stations during 2012. Learning management will begin deployment with a pilot in early 2012 and will be launched in late 2012 or early 2013. During 2012/13, the Division will be developing an Organization-wide learning management system and also ensuring that all non-staff employees are managed in Inspira; the e-performance module of Inspira will be scheduled for roll-out to missions in 2012/13, and by the end of 2012/13, it is planned that Inspira implementation will move from project development to operation. The amount for continued development and pre-production maintenance of Inspira was determined under a four-year vendor contract that was signed in 2009.

460. The retirement of the legacy systems will take time and effort and the support is expected to diminish in 2013/14, consistent with the field migration to Inspira. The objective is for the data from the legacy systems to be available in Inspira during the decommissioning phase. The cost breakdown is as follows: 10,540 person-hours required at the vendor rate of $50/hour and represents approximately four full-time and two part-time (50%) contractors with expertise in these areas on eight-hour shifts, resulting in an average cost of $103,800 per full-time contractor.

Human resources website

461. The amount of $30,000 for contractual services is proposed to cover the development of a consolidated human resources website for peacekeeping for the benefit of field personnel that would include links to local offices and divisions as well as relevant external sites. There are more than 20 different Secretariat websites with information on human resources issues and there are a wide variety of approaches, structures and visual styles used on these websites. A recent survey showed that peacekeeping personnel often find it difficult to locate the information they need and that there is a demand for additional, timely communication on a full range of human resources issues. The cost breakdown is as follows: one part-time contractor, working up to 100 days, at the vendor rate of $300/day (equivalent to level A).

462. The variance in information technology resources reflects the change in requirements associated with the stage of implementation (acquisition, development or deployment, maintenance during and after development) of approved information technology systems for peacekeeping users, in particular, with regard to the talent management system, Inspira, in 2011/12 and with regard to the new proposal to develop a consolidated human resources website for peacekeeping.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$190.0	($28.7)	(13.1%)

463. An amount of $190,000 is proposed to provide for medical travel kits ($140,000), the maintenance of medical equipment ($30,000), materials and training

fees for training on the new versions of the Inspira software ($13,000) and training fees for a project management training course ($7,000).

464. The variance is attributable to the fact that the requirements related to staff counsellor performance training, the performance management workshop and the job classification workshop, for which a provision was included in the 2011/12 budget, will be completed in the current financial period.

4. Office of Central Support Services

(a) Results-based-budgeting framework

465. The mandate of the Office of Central Support Services was established by the General Assembly in its resolution 13 (I). The functions of the Office are set out in ST/SGB/2010/9. The Office comprises the Office of the Assistant Secretary-General, the Procurement Division and the Facilities and Commercial Services Division.

466. The Procurement Division will continue to provide support to DFS and field operations by undertaking and conducting procurement activities within the framework of the Financial Regulations and Rules of the Organization and to develop policies and procedures for procurement at Headquarters and in field operations. The priorities and challenges that are anticipated for the 2012/13 period include the provision of continuous support to meet the procurement requirements for peacekeeping, including conducting procurement for field operations within the same region through the Regional Procurement Office; the conduct of further vendor outreach seminars to increase vendor registrations from developing countries and countries with economies in transition; the continuous maintenance and system administration of the online procurement training module and procurement certification programme; and implementation of best procurement practices throughout United Nations Headquarters and field operations.

467. The priorities in the area of facilities management will be to continue to facilitate the work of DPKO and DFS by providing high-quality and safe working conditions to staff and policy advice on facilities management matters, including asset management, that have specific implications for field operations. Keeping up with the pace of growth of peacekeeping support activities at Headquarters and the frequent requests for office reconfigurations to meet changing needs will remain a challenge.

468. The Commercial Activities Service in the Facilities and Commercial Services Division is responsible for the provision of efficient, cost-effective and high-quality services and products to peacekeeping operations, covering travel and transportation, archives and record-keeping, and pouch and mail services. The priorities and challenges that are anticipated for the 2012/13 period for the Service include the increased security enhancements to the United Nations laissez-passer and the travel management services; continued improvement in business processes, implementation of the mail and pouch shipping and tracking systems in UNMISS and expansion in as many peacekeeping missions as possible; and the preservation of electronic records and archival materials. The continued impact of the capital master plan on the provision of travel, transportation, issuance of United Nations travel documents and visa requirements, mail, pouch and messenger services is expected to be a challenge to efficient and cost-effective programme delivery. The

implementation of the first phase of the enterprise resource planning and enterprise content management systems will require significant modification in the areas of travel procedures and workflows.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Archival material for all liquidating missions is available at Headquarters to the Organization, Member States and the general public (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- Identification of archival records at UNDOF and UNIFIL for immediate or future transfer to Headquarters
- 50,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation
- 1,000 reference responses to the Organization and Member States regarding peacekeeping archives

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of field operations	3.1 Increase in the percentage of peacekeeping missions employing standard policies, tools and technical standards for records management (2010/11: 70 per cent; 2011/12: 55 per cent; 2012/13: 60 per cent)
	3.2 Standard office accommodations are provided for new and existing support account-funded personnel (staff and contracted personnel) at Headquarters (2010/11: 1,351 personnel; 2011/12: 1,398 personnel; 2012/13: 1,278 personnel)
	3.3 Review of 90 per cent of vendor registration applications within 2 months of the date of submission of the application (2010/11: 59.1 per cent; 2011/12: 90 per cent; 2012/13: 90 per cent)
	3.4 Reduction in the average time for review of local procurement authority requests (2010/11: 17 days; 2011/12: 14 days; 2012/13: 10 days)
	3.5 Reduction in the average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases (2010/11: 32 days; 2011/12: 28 days; 2012/13: 24 days)
	3.6 Positive feedback on surveys of field operations regarding the provision of mail services (2010/11: 95 per cent; 2011/12: 90 per cent; 2012/13: 90 per cent)
	3.7 Positive feedback in surveys of users of travel and transportation services (2010/11: 85 per cent; 2011/12: 85 per cent; 2012/13: 90 per cent)

Outputs

- Implementation of records management programmes in compliance with United Nations record-keeping requirements at UNFICYP and validation of the electronic record-keeping system at UNMISS
- Delivery of a records, information and archives workshop for peacekeeping operation personnel at the Regional Service Centre at Entebbe
- Providing of office accommodation and related support services in accordance with United Nations standards to new staff and contractors funded from the support account at Headquarters
- Issuance of 2,000 purchase orders, 200 systems contracts including amendments and 400 regular contracts including amendments in support of peacekeeping operations
- Organization of business seminars in 30 locations for developing countries and countries with economies in transition
- Follow-up on applications for registration in the United Nations Global Marketplace with all vendors that participated in business seminars within one month
- Training of 10 staff from chambers of commerce on procedures for vendor registration
- Review of cases related to vendors' alleged unethical behaviour by the Vendor Review Committee
- Implementation of international best practice strategies and concepts with respect to the solicitation procedures and instruments for information technology-related contracts in support of field operations based on the review conducted during 2011/12
- 76 new international tenders launched in support of peacekeeping operations for the entire range of engineering support and equipment, modularization, vehicles, armoured vehicles and material-handling equipment, including all related spare parts and after-sale service, fuel including turn-key contracts, rations, general supplies, medical and security equipment and services, mortuary services, blood, weapons and ammunitions
- 30 site visits, bidders' conferences and contract negotiations prior to contract award for the new tenders launched, and participation in 4 trade and industry fairs to ensure competition is maximized
- Review of 250 local procurement authority requests and review of 160 local committees on contracts/ Headquarters Committee on Contracts cases in which the threshold for the peacekeeping missions' delegation of procurement authority has been exceeded
- Organization of an air carrier workshop for 161 existing vendors as well as new applicants on revised solicitation and registration methods and the reviewed draft contract
- 9 procurement assistance visits (UNMISS, MINUSTAH, UNIFIL, UNDOF, UNAMID, UNOCI, UNMIL, MONUSCO and UNLB)
- Administration and management of 134 established high-value and complex systems contracts (30 vehicles contracts, 74 contracts on fuel, rations and supplies, 30 engineering contracts) in support of peacekeeping operations
- Implementation of acquisition processes for vehicle-related accessories following the review of global acquisition strategies, in consultation with DFS and field operations
- Reviewed and streamlined product specifications and supply chain requirements in 10 new tenders for engineering contracts, including risk management procedures related to price fluctuations in raw materials

- Implementation of a payment monitoring system to ensure an uninterrupted supply of blood to missions for medical requirements
- 300 staff trained at Headquarters and field operations in advanced procurement-related courses: acquisition planning; procurement strategy; negotiation skills; risk assessment; fraud prevention; contract management; and requisitioner responsibilities
- 20 staff trained in project management, contracting for fuel, food rations, sea charter, air charter and other specialized training courses
- 30 staff at Headquarters and field operations enrolled in the Chartered Institute of Purchasing and Supply external professional procurement certification course
- 150 staff trained in field operations in the core procurement courses: ethics and integrity in procurement; best value for money; the fundamentals of procurement; and the procurement manual module
- Screening and delivering of incoming/outgoing mail and pouch deliveries for DPKO and DFS
- Screening, inspecting and delivering of incoming/outgoing valises to all field operations
- Negotiation or renegotiation of 35 airline agreements to reduce costs to field missions (9 were renegotiated, 1 was negotiated and 25 were continued during 2010/11)
- 6,000 travel authorization inspections
- Entitlement calculation of 300 lump-sum home leave travel requests for DPKO and DFS at Headquarters
- Issuance of 8,500 United Nations travel documents and visas
- Arrangement of 7,000 shipment consignments (registrations) of personal effects

External factors

Vendors will participate in business seminars; contracted couriers will process shipments on a timely basis; developments in the airline and shipping industries will continue to enable negotiation of favourable contracts

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	—	—	—	—	**—**	—
D-1	1	—	—	—	**1**	—
P-5	4	—	—	—	**4**	—
P-4	19	—	—	—	**19**	—
P-3	21	—	—	—	**21**	—
P-2/P-1	5	—	—	—	**5**	—
Subtotal	**50**	**—**	**—**	**—**	**50**	**—**

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
General Service and other						
Principal level	1	—	—	—	**1**	—
Other level	27	—	—	—	**27**	—
Subtotal	**28**	**—**	**—**	**—**	**28**	**—**
Total	**78**	**—**	**—**	**—**	**78**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2010/11)*	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	10 499.2	10 778.3	10 907.8	129.5	1.2
II. Non-post resources					
General temporary assistance	910.4	1 370.5	1 179.9	(190.6)	(13.9)
Consultants	73.2	489.6	443.5	(46.1)	(9.4)
Official travel	799.3	843.2	849.8	6.6	0.8
Information technology	—	—	112.0	112.0	—
Other supplies, services and equipment	1 070.9	770.8	1 031.8	261.0	33.9
Subtotal II	**2 853.8**	**3 474.1**	**3 617.0**	**142.9**	**4.1**
Total	**13 353.0**	**14 252.4**	**14 524.8**	**272.4**	**1.9**

(d) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$10 907.8	$129.5	1.2%

469. The provision of $10,907,800 would cover salaries, common staff costs and staff assessment for the 78 continuing posts in respect of which a delayed recruitment factor of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) was applied. The variance is attributable to higher standard salary costs in the General Service category and to the impact of the vacancy rate of 7.9 per cent applied to the computation of requirements for the continuing General Service category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category); offset in part by the budgeted vacancy rates for 2012/13 applied to the computation of requirements for the continuing Professional category posts of 15.9 per cent, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category).

	Cost estimates	Variance	
General temporary assistance	$1 179.9	($190.6)	(13.9%)

470. The proposed requirements in the amount of $1,179,900 would cover the continuation of 10 general temporary assistance positions, as described below.

Office of the Assistant Secretary-General

Administrative Officer (1 P-3 position, continuation)

471. The current staffing establishment of the Office of the Assistant Secretary-General comprises one general temporary assistance position funded from the support account. The Office of the Assistant Secretary-General provides primary support to the Assistant Secretary-General in the executive direction and management of procurement, facilities and commercial services and business continuity management. The Office has undertaken continuing efforts to ensure proper internal control mechanisms, one key element of which is the monitoring of the use of the delegation of procurement authority both at Headquarters and in field operations. Currently, the Director of the Procurement Division has been granted delegation of procurement authority for contract awards up to $5 million for both capital master plan and short-term logistics and transportation and up to $500,000 for other requirements; and the Under-Secretary-General for Field Support has been granted delegation of procurement authority for the review and approval of letters of assist valued up to $200,000 and contract awards valued up to $500,000 for non-core requirements and up to $1 million for core requirements. Any award for higher amounts must be submitted to the Headquarters Committee on Contracts for review, which subsequently decides on recommendations to the Assistant Secretary-General for Central Support Services for the approval of proposed awards. The proposed general temporary assistance position will also be responsible for the initial review of designation of staff by liaising with other offices in the Department of Management. It should be noted that the delegation of procurement authority from the Under-Secretary-General for Field Support to personnel in the field missions is contingent upon the recipient being designated by the Department of Management under the provisions of ST/SGB/2005/7.

472. The first table below summarizes the number of designations reviewed by the Office of the Assistant Secretary-General from 2009 to 2011. Designations related to field staff constitute over 70 per cent of all designations. The second table below summarizes the number of cases reviewed by the Headquarters Committee on Contracts during the past six years.

Number of designations reviewed by the Office of the Assistant Secretary-General from 2009 to 2011

	Number of designations	*Number of designations for field staff*	*Percentage of field designations of total*
2009	117	76	64.96
2010	160	105	65.63
2011	117	85	72.65

Number of cases reviewed by the Headquarters Committee on Contracts between 2006 and 2011

(Value in millions of United States dollars)

	Headquarters		*Peacekeeping operations*			
	Cases	*Value*	*Cases*	*Value*	*Total cases*	*Total value*
2006	137	637.34	630	4 398.48	767	5 035.81
2007	162	310.06	599	4 210.94	761	4 521.00
2008	157	898.70	572	7 983.24	729	8 881.94
2009[a]	154	3 469.71	413	3 684.03	567	7 153.74
2010	204	1 164.11	473	4 055.93	677	5 219.04
2011	146	826.21	392	2 254.35	538	3 080.56

[a] The reduction between 2008 and 2009 reflects an increase in the delegation of authority to peacekeeping missions from $200,000 to $500,000.

473. The P-3 Administrative Officer will continue to assist in reviewing and monitoring the use of the delegation of authority through compiling information from various sources: reports of core requirements and other reports arising from the delegation of procurement authority to field missions; feedback obtained through procurement assistance visits to the field missions; recommendations of the Headquarters Committee on Contracts on cases submitted for review; and recommendations from other oversight bodies.

Procurement Division

Procurement Management Section

Vendor Registration and Management Team

Procurement Officer (1 P-3 position, continuation)

Procurement Assistants (3 GS (OL) positions, continuation)

474. The current staffing establishment of the Vendor Registration and Management Team comprises six continuing posts (1 P-4, 1 P-3, 2 P-2 and 2 GS (OL)) and four general temporary assistance positions funded from the support account. The Team is responsible for the provision of all vendor-related support services as well as managing the United Nations vendor roster, undertaking of vendor due diligence, carrying out administrative functions of the Vendor Review Committee and undertaking outreach efforts to source new vendors in order to expand the existing vendor roster to cover a wider geographical area of Member States and vendors from developing countries and countries with economies in transition. As a result of expanded vendor outreach efforts by the Procurement Division, there has been a significant increase in the number of new vendor applications and acceptance of these applications in the vendor roster. In 2009, 543 vendors were reviewed and accepted in the vendor roster, followed by 754 vendors, a 39 per cent increase, in 2010. Staff members engaged in the evaluation of applications from vendors have to contact vendors to obtain additional and/or missing information individually in order for the Organization to review their applications properly.

475. In this context, it is proposed that one general temporary assistance position of Procurement Officer (P-3) be continued to undertake registrations that require more in-depth review, as well as to ensure that the Team has adequate long-term resources to maintain its priorities with respect to further outreach projects. It is also proposed that three general temporary assistance positions of Procurement Assistants (GS (OL)) be continued to carry out the manual process of providing data clean-up services, entering of data into IMIS and the procurement process system, and reviewing vendor applications as well as continuing the cleansing of vendor records. During 2011, 810 vendor records were cleansed, representing a 35 per cent increase compared with 2010.

Vehicles Team

Procurement Officer (1 P-3 position, continuation)

476. The current staffing establishment of the Vehicles Team comprises five continuing posts (2 P-4, 2 P-3 and 1 GS (OL)) and one general temporary assistance position funded from the support account. The Vehicles Team is responsible for the procurement of all vehicles, including spare parts and ancillary services, in support of field missions. The current general temporary assistance position has been instrumental in the establishment of 25 new global system contracts since January 2010, 7 of which are for requirements for which global system contracts had not existed since 2007. The additional workload derives also from the establishment of five new contracts for ground-handling equipment and automotive workshop tools and equipment since January 2011, and from the rebid of the highest-value vehicle contract for the provision of heavy- and medium-duty trucks to peacekeeping operations. In addition, the incumbent engages in the management of high-value and complex vehicle contracts, to a large part in support of DFS, as well as in the establishment of standby system contracts for armoured vehicles and the performance of any exigency procurement process in case of a surge in the requirement of armoured vehicles from missions.

477. In this context, it is proposed that one general temporary assistance position of Procurement Officer (P-3) be continued to further address all delivery issues, payment delays and after-sale support matters in a timely manner in accordance with the contracts, and to allow for the accurate and efficient management of contracts and the processing of the expected number of requisitions for vehicles in support of field operations during the 2012/13 period, when all global system contracts will be in place and utilized by all field missions to place requisitions for their fleet vehicle replacements. Moreover, the added-value response to missions' requests for local procurement authority and extensive market research on vehicle-related requirements are expected to result in a decrease in the overall acquisition costs of vehicles purchased directly from field operations, as a result of increased competition.

Engineering Support Team

Procurement Officer (1 P-3 position, continuation)

478. The current staffing establishment of the Engineering Support Team comprises five continuing posts (1 P-4, 2 P-3 and 2 GS (OL)) and one general temporary assistance position funded from the support account. The Engineering Support Team is responsible for the procurement of prefabricated buildings, soft-skin structures,

generators, hybrid power supply systems, electrical materials, water treatment systems, various field defence items/construction materials, tools and air conditioners in support of peacekeeping missions. In addition, the Team is responsible for the establishment of regular contracts for individual field missions, particularly in the field of construction, engineering and architectural services as well as cartography. It is expected that both the number of contracts as well as their value will increase in 2012/13 based on the continued trend towards life cycle management of equipment through systems contracts to increase the lifespan of equipment, new technologies/concepts leading to additional contracts, increased complexity (captive power supply, double-storey prefabs, observation towers), increasing raw material costs and inflation, etc. It is estimated that the Team will handle a total of 53 system contracts in the 2012/13 period (40 existing contracts, of which 10 will require a rebidding exercise, and 13 new contracts), with a total value of $1.3 billion. Based on these system contracts, the Team issues approximately 100 purchase orders per year. In addition to system contracts, the Team handles regular contracts (approximately 6 per year) and contract amendments/extensions (approximately 70 per year). In addition to handling system contracts, the Engineering Support Team is increasingly involved in the support of field missions through regular contracts (for example, the MINUSTAH camp construction). Such contracts are typically complex in nature and have not been managed by the Team in the past. Furthermore, owing to increased security risks faced by United Nations troops and staff, these solicitations must be handled with caution, due diligence and in closer coordination with all stakeholders involved.

479. Accordingly, it is proposed that one general temporary assistance position of Procurement Officer (P-3) be continued to manage seven global system contracts for water treatment, which have an estimated contract value of $120 million.

Logistics and Transportation Section

Procurement Officer (1 P-3 position, continuation)

480. The current staffing establishment of the Logistics and Transportation Section comprises 16 continuing posts (1 P-5, 1 P-4, 7 P-3, 1 P-2/1, 6 GS (OL)) and one general temporary assistance position funded from the support account. In 2010/11, the Logistics and Transportation Section comprised the Long-term Air Charter Team, the Strategic Cargo Movements Team and the Short-term Air Charter and Freight Forwarding Unit. In order to optimize the limited number of professional staff resources, the Strategic Cargo Movements Team merged with the Short-term Air Charter and Freight Forwarding Unit to form the Strategic Movements Team, which represents a total value of approximately $215 million in 2011 for contracted passenger movements, sea and air shipments and freight forwarding.

481. In 2011, the Strategic Movements Team concluded 40 requirements into contracts for approximately $27 million for sea cargo charters and 18 requirements for approximately $19.6 million for air cargo charters. Sea cargo charters have a high degree of complexity and can only be handled efficiently by staff at the Professional level, as the contracts produced frequently result in contractual disputes. This is evidenced by the huge backlog of disputed cases that were handled by the team in 2010 and 2011. Accordingly, it is proposed that one general temporary assistance position of Procurement Officer (P-3) be continued, the incumbent of which will manage the sea cargo charter contracts as these are critical

in supporting troop deployments and rotations to and from troop-contributing countries.

Facilities and Commercial Services Division

Facilities Management Service

Office Space and Assets Unit

Office Space Planning Officer (1 P-3 position, continuation)

482. The current staffing establishment of the Office Space and Assets Unit comprises no continuing posts and one general temporary assistance position funded from the support account. The number of personnel at Headquarters whose positions are funded from the support account has increased from 830 in 2008/09 to approximately 1,398 in 2011/12, which has had a direct impact on the resources of the Facilities Management Service, specifically in the areas of space planning and contract management, building maintenance and asset management. Current and new personnel have to be housed, requiring the Organization to secure leased space and to refurbish and furnish it, a lengthy and staff-intensive process. With the United Nations office space portfolio at capacity, personnel growth can be met only by negotiating and securing additional leased spaces that require refurbishment and furnishings before they meet United Nations occupancy guidelines. This is a staff-intensive process which takes approximately six months on average. The high mobility of the workforce of DPKO and DFS owing to field assignments, inter-office transfers and regular turnover, and the annual redeployment/transfer of functions and corresponding post resources, which all result in frequent moves, also require ongoing space reconfiguration as well as enhanced coordination and tracking to maintain the accuracy of various office space allocations, contacts and asset databases. Such services to accommodate peacekeeping staff can no longer be sustained through existing staff funded from the regular budget, since those resources are limited and have remained at maintenance level over the period of growth of peacekeeping activities. The Unit, which attends to the regular office space requirements for all departments, located in 27 buildings at Headquarters, has also been largely affected by a steady annual increase, although there are no posts funded from the support account.

483. In this context, it is proposed to continue one general temporary assistance position of Office Space Planning Officer (P-3). The incumbent of the position would be responsible for office space planning and project management issues as they relate to peacekeeping support activities. He or she would: manage the selection of additional premises; prepare current and newly rented space for use based on organizational needs; manage all related planning and project management tasks and effectively utilize office spaces at United Nations Headquarters. The incumbent would serve as focal point for the Departments of Peacekeeping Operations and Field Support for all requirements related to office space, including the provision of temporary accommodation for planning teams and other field mission staff, the coordination of office reconfiguration and personnel moves, and the acquisition of furniture and related services. In addition, the Office Space Planning Officer would negotiate space allocations with other offices when required and carry out all aspects of administration for construction and moving contracts. The incumbent would also keep an up-to-date computerized graphic space database, monitor occupancy rates and report on space utilizations.

Archives and Records Management Section

Associate Information Management Officer (1 P-2 position, continuation)

484. The current staffing establishment of the Archives and Records Management Section comprises two continuing posts (1 P-4, 1 P-2) and one general temporary assistance position funded from the support account.

485. It is proposed that one general temporary assistance position of Associate Information Management Officer (P-2) be continued. The incumbent of the position will process, catalogue and make accessible the records transferred to the section by peacekeeping missions. This work, which provides access to Member States (under existing rules) through the United Nations website, is part of a wider effort, which began in 2008, to systematically appraise and manage the accumulation of 50,000 linear feet of peacekeeping records that was transferred to the Section in 1995. The transfer of records from peacekeeping missions to the Section is typically linked to the end of the mandate of a peacekeeping mission. However, in 2011/12, records from MINURSO were transferred to the Section for processing, cataloguing and preservation. In 2010/11, the incumbent appraised 40,000 linear feet of peacekeeping records in commercial storage and identified 2,000 linear feet to be transferred to the United Nations archives for preservation and access, and 38,000 linear feet for immediate disposal (26,000 linear feet) or disposal when the required retention period expires (12,000 linear feet). In 2011/12, the Associate Information Management Officer coordinated the records disposal (i.e., review, liaison with and approval from the Departments of Peacekeeping Operations and Field Support, and the vendor to effect the physical disposal). For the 2012/13 period, the remaining 10,000 linear feet of records which are still held in commercial storage and the accession of incoming records (UNMIS and MONUSCO) will require appraisal, elimination or cataloguing.

486. The variance is attributable to the impact of the vacancy rates of 25.4 per cent and 6.8 per cent, respectively, applied to the computation of requirements for the continuing Professional and General Service category general temporary assistance positions in 2012/13, based on average actual incumbency levels, compared with the rates approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category).

	Cost estimates	*Variance*	
Consultants	$443.5	($46.1)	(9.4%)

487. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Archive digitization/cataloguing/preservation/security		240 000	50,000 pages of peacekeeping archives posted on United Nations Internet site for public consultation
Review of corporate ethics and compliance	12	120 000	Review of cases related to vendors' alleged unethical behaviour by the Vendors Review Committee
Review of information and communications technology contractual personnel arrangements	4	70 000	Implementation of international best practice strategies and concepts of the solicitation procedures and instruments for information technology-related contracts in support of field operations based on the review conducted during 2011/12
Training	2	13 500	Follow-ups on applications for registration in United Nations Global Marketplace with all vendors that participated in business seminars within one month; 20 staff trained in project management, contracting for fuel, food rations, sea charter, air charter and other specialized training courses
Total		**443 500**	

488. An amount of $240,000 is proposed for the engagement of a consultant for external ongoing archival cataloguing and digitization services as well as the digital preservation of peacekeeping records which are stored in a commercial facility.

489. An amount of $120,000 is proposed for the engagement of a consultant with technical expertise for 12 person-months to provide objective and independent advice concerning ethics and compliance programmes of selected vendors who have previously been sanctioned by the United Nations and to conduct due diligence on the prospective ethical and reputational risks that could arise should the United Nations consider such companies as qualified vendors. In doing so, the consultant would determine whether specified vendors have satisfied the United Nations ethics and compliance-related conditions for eligibility to be considered as qualified vendors and provide to the Procurement Division independent and objective third-party evaluations in responding to allegations of misconduct, accounting irregularities and other forms of fraud committed by vendors. The majority of consultancy activities are currently under way.

490. An amount of $70,000 is proposed for the engagement of a consultant for four person-months, including $30,000 for travel to six locations, to continue to undertake a review of the solicitation procedures and instruments for information technology-related personnel contracts in support of peacekeeping operations. It is envisaged that the consultant will examine each contract that will be re-tendered in 2012/13, which entails travel to an estimated six peacekeeping operations.

491. An amount of $13,500 is proposed for the engagement of two consultants with technical expertise for less than one person-month to provide training on the evaluation of financial statements in the context of vendor registration and training on bidding, selection, negotiation and managing construction contracts.

492. The variance in consultancy resources reflects the change in requirements associated with non-recurring initiatives whereby expertise is not available within

the United Nations system, in particular, with regard to the website update of the procurement manual, food consultant and air charter training, for which a provision was made for 2011/12, and such projects have been concluded. The reduced requirements are partly offset by the necessity to hire external experts for the corporate ethics and compliance review.

	Cost estimates	*Variance*	
Official travel	$849.8	$6.6	0.8%

493. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	93 000	30 site visits, bidders' conferences and contract negotiations prior to contract award for the new tenders launched, and participation in 4 trade and industry fairs to ensure competition is maximized Implementation of records management programmes in compliance with United Nations recordkeeping requirements at UNFICYP and validation of electronic recordkeeping system at UNMISS
Technical support	90 000	9 procurement assistance visits (UNMISS, MINUSTAH, UNIFIL, UNDOF, UNAMID, UNOCI, UNMIL, MONUSCO and UNLB)
Seminars/conferences/workshops	611 000	30 site visits, bidders' conferences and contract negotiations prior to contract award for the new tenders launched, and participation in 4 trade and industry fairs to ensure that competition is maximized Organization of an air carrier workshop for 161 existing vendors as well as new applicants on revised solicitation and registration methods and the reviewed draft contract Organization of business seminars in 30 locations for developing countries and countries of economies in transition.
Training travel	55 800	20 staff trained in project management, contracting for fuel, food rations, sea charter, air charter and other specialized training courses Follow-ups on applications for registration in United Nations Global Marketplace with all vendors that participated in business seminars within 1 month 300 staff trained at Headquarters and field operations in advanced procurement-related courses: acquisition planning; procurement strategy; negotiation skills; risk assessment; fraud prevention; contract management; and requisitioner responsibilities Delivery of a records, information and archives workshop for peacekeeping operations personnel at the Regional Service Centre at Entebbe
Total	**849 800**	

494. An amount of $93,000 is proposed for travel to undertake the following mission planning/assessment/consultation activities: complex contract negotiations

with vendors for consultancies, global staffing contracts, global fuel management, food rations management and aviation management software contracts which would require site inspections ($66,000); and three on-site mission visits to implement record management programmes in compliance with United Nations recordkeeping requirements and identify archival records for immediate or future transfer to Headquarters ($27,000).

495. An amount of $90,000 is proposed for travel to undertake the following technical support activities: conduct annual reviews of procurement activities in field operations in order to identify and report on performance, weaknesses, areas of risk and ongoing challenges and to recommend appropriate action for improvement in the procurement function ($90,000).

496. An amount of $611,000 is proposed for travel to participate in or deliver the following seminars/conferences/workshops: conduct on-site bidders' conferences for high-value food and fuel contracts in peacekeeping missions to provide first-hand knowledge of local infrastructures and missions' complex logistical requirements, which is a requirement for vendors to submit proposals; establish high-value systems contracts for engineering supplies/equipment; similarly, the establishment of high-value systems contracts for field supplies entails technical inspections of vendors' prototypes and/or production lines followed by contract negotiations; participation in specialized air cargo transportation conferences; organize the annual air carrier workshop in cooperation with DFS to brief the industry on new developments regarding solicitation methods, revised model contracts and obtain industry feedback; participation in the international procurement practitioners conference; attendance at the procurement summit on information technology; conduct business seminars in 36 locations and peacekeeping operations in order to review the capacity of vendors in the areas and disseminate information on procurement opportunities; and visits to potential locations for consultation with host country organizations, such as chambers of commerce, and to invite procurement staff from peacekeeping missions to the seminars.

497. An amount of $55,800 is proposed for travel to undertake the following training activities: deliver procurement training at the Regional Procurement Office in Entebbe on how to use the United Nations Global Marketplace for the registration of local vendors ($19,800); conduct training to better support the procurement activities of peacekeeping operations through an improved understanding of requirements, processes, challenges and procedures that mission staff face on a daily basis ($13,000); conduct training on the compliance of internal controls in United Nations procurement ($4,000); and deliver a workshop on annual records, information and archives for peacekeeping staff ($19,000).

	Cost estimates	*Variance*	
Information technology	$112.0	$112.0	—

498. An amount of $112,000 is proposed to provide for non-standard resources for the acquisition of archiving software licences/upgrades for 88 support account funded personnel of the Procurement Division. In line with the efforts aimed at electronic archiving and reducing paper files for procurement process, the licences are required to enable the archiving and use of documents in electronic format instead of in paper form.

	Cost estimates	Variance	
Other supplies, services and equipment	$1 031.8	$261.0	33.9%

499. An amount of $1,031,800 is proposed to provide for: the cost of commercial storage and handling with a third-party service provider for the archiving of peacekeeping operations records at Headquarters, the costs for which were absorbed by peacekeeping mission budgets in previous financial periods ($300,000); vendor screening services ($225,000); maintenance of the United Nations Global Marketplace, a web-based vendor registration programme ($245,000); Dun and Bradstreet vendor credit reports ($35,000); storage supplies and specialized equipment related to archiving ($60,000); subscription to an international publications search engine and news services related to global providers of energy and the chemical industry ($37,000); and training fees to attend various specialized technical certification programmes ($129,800).

500. The variance is attributable primarily to the costs for the commercial storage and handling of peacekeeping operations records at Headquarters, which were previously absorbed by the peacekeeping missions' budgets.

5. Office of Information and Communications Technology

(a) Results-based-budgeting framework

501. The mandate of the Office of Information and Communications Technology was established by the General Assembly in its resolution 63/262. Pursuant to General Assembly resolution 66/246, the structural placement of the Office and reporting line are presented under the Department of Management.

502. The Office provides central leadership for the establishment and implementation of Organization-wide information and communications technology standards and activities in order to ensure efficient utilization of resources, modernization of information systems and improvement in the information and communications technology services available to the United Nations. With regard to the development of information and communications technology for field missions, the Office works closely with DFS and focuses on the strategic initiatives set out in the report of the Secretary-General on investing in information and communications technology (A/62/793/Add.1), including: information and communications technology architecture and standard-setting efforts; planning and implementation of major infrastructure improvements for the field; development, implementation and support of Organization-wide and major shared applications; centralized information technology project management support activities; coordination of disaster recovery and business continuity planning for the field; review of information and communications technology budget requirements against strategy and priorities prior to their submission to the Controller; strategic oversight of functions related to information and communications technology at UNLB and the United Nations Support Base (secondary active telecommunications facility), including review and approval of strategic direction, technical architecture and design, and infrastructure improvements. In addition, the Office provides information technology infrastructure support at Headquarters to departments that backstop and support peacekeeping operations.

503. The Office comprises the immediate office of the Chief Information Technology Officer, the Strategic Management Service and the Programme Management Division, including the Resource Management Service, Knowledge Management Service, Infrastructure Management Service and the Field System Section.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 99 per cent availability of established ICT infrastructure at Headquarters and existing enterprise information systems to Headquarters and all peacekeeping operations (2010/11: 99 per cent; 2011/12: 99 per cent; 2012/13: 99 per cent)
	3.2 99 per cent availability of implemented enterprise information systems at Headquarters and in field operations (2010/11: 99 per cent; 2011/12: 99 per cent; 2012/13: 99 per cent)
	3.3 Enterprise information systems are implemented at an average rate of 60 per cent and accessible by staff in Headquarters and field operations (2010/11: partially achieved; 2011/12: not applicable; 2012/13: 60 per cent)

Outputs

- Connectivity to the network and infrastructure support for access to existing enterprise systems, for example, the Intranet and the integrated management information system, and to secure communications, including voice and video calls
- Implementation of the contingent-owned equipment application, customer relationship management solution for troop contribution management, in 4 peacekeeping operations
- Implementation of an electronic fuel management system in 4 selected field missions
- Implementation of an electronic rations management system in 3 peacekeeping operations
- Implementation of the enterprise information portal in remaining peacekeeping operations
- Implementation of the enterprise identity management system in remaining peacekeeping operations
- Implementation of the electronic global warden system in 4 selected field operations
- Alignment between strategic programmes and information systems delivery, including oversight of the deployment of the field technology solutions for the above systems in 6 selected field operations

External factors

Security considerations in peacekeeping operations and UNSOA will enable the successful implementation of approved field systems, and vendors will meet procurement standards and deliver goods and services on time and in accordance with agreed contractual arrangements

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	—	—	—	—	—	—
P-5	—	—	—	—	—	—
P-4	3	—	—	—	3	—
P-3	4	—	—	—	4	—
P-2/P-1	3	—	—	—	3	—
Subtotal	**10**	**—**	**—**	**—**	**10**	**—**
General Service and other						
Principal level	1	2	—	—	3	—
Other level	1	—	—	—	1	—
Subtotal	**2**	**2**	**—**	**—**	**4**	**2**
Total	**12**	**2**	**—**	**—**	**14**	**2**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2010/11)*	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	1 713.5	1 718.7	1 899.5	180.8	10.5
II. Non-post resources					
General temporary assistance	1 576.1	571.8	194.6	(377.2)	(66.0)
Official travel	354.5	428.9	374.4	(54.5)	(12.7)
Information technology	6 500.1	7 173.1	4 977.6	(2 195.5)	(30.6)
Other supplies, services and equipment	16.0	—	—	—	—
Subtotal II	**8 446.7**	**8 173.8**	**5 546.6**	**(2 627.2)**	**(32.1)**
Total	**10 160.2**	**9 892.5**	**7 446.1**	**(2 446.4)**	**(24.7)**

Note: Pursuant to General Assembly resolution 66/246 and consistent with the presentation of recurring facilities and infrastructure, communications and information technology resources, these resource requirements, and the corresponding 2011/12 appropriation and 2010/11 expenditure, have been presented in the proposal of the Executive Office of the Department of Management.

(d) Justification of posts

Infrastructure Management Service

Redeployment of 2 posts (GS (PL) Telecommunications Technicians) from the Information and Communications Technology Division/Field Communications and Information Technology Operations/Local Area Network Operations Unit of DFS

504. The current staffing establishment of the Infrastructure Management Service currently includes two continuing posts (1 P-2 and 1 GS (PL)) funded from the support account. The Service is responsible for the coordination and standardization of the information and communications technology infrastructure in all major duty stations and the Organization's Identity Management and Directory Systems. The Service operates three sections on a 24 hours a day, 7 days a week basis, including technology centre operations, information and communications technology service desk and secure communications, and provides and supports a broad range of services for communications, hosting, software applications, computing, printing, information security, telecommunications and networks.

505. With the establishment of the United Nations Support Base at Valencia, the Information and Communications Technology Division of DFS, in consultation with the Office, proposes to streamline the satellite Earth station operations at Headquarters. Satellite connectivity from peacekeeping operations that are provided through this Earth station have been replaced by new and cost-efficient technologies, such as leased lines to UNLB and the United Nations Support Base at Valencia. An operational impact would be that the currently assigned New York telephone extensions for most peacekeeping operations would no longer be available. Emergency backup connectivity will be provided by a small satellite antenna in the secondary data centre at Headquarters in Piscataway, New Jersey, and through the Support Base at Valencia.

506. The relocation of the satellite Earth station operations, activities and functions will result in an effective consolidation of the technical and operational support processes associated with the provision of services to field operations supported by the Infrastructure Management Service. Consequently, the two posts from the Information and Communications Technology Division will no longer be required to manage Earth station operations but are proposed to be redeployed to the Infrastructure Management Service to manage the routing and control of voice, data and video services from Headquarters to the field, along with establishing and testing the new methodology and technology.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$1 899.5	$180.8	10.5%

507. The provision of $1,899,500 would cover salaries, common staff costs and staff assessment for the 14 continuing posts in respect of which delayed recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) were applied. The variance is attributable to the proposed redeployment of two General Service category posts and to the impact of the vacancy rate of 7.9 per cent applied to the computation of requirements for the continuing General Service

category posts for 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category), offset in part by the budgeted vacancy rates for 2012/13 applied to the computation of requirements for the continuing Professional category posts of 15.9 per cent, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category).

	Cost estimates	*Variance*	
General temporary assistance	$194.6	($377.2)	(66.0%)

508. The proposed requirements in the amount of $194,600 would cover the continuation of two general temporary assistance positions and the establishment of one new general temporary assistance position, as described below.

Resource Management Section

509. The current staffing establishment of the Resource Management Section includes two general temporary assistance positions (1 P-4, 1 P-3) funded from the support account.

Customer relationship management solution for troop contribution management (contingent-owned equipment application)

Project Manager (1 P-4 position, continuation)

Information Systems Officer (1 P-3 position, continuation)

510. The customer relationship management solution for troop contribution management would automate the inspection processes for contingent-owned equipment in peacekeeping operations and integrate them into the memorandum of understanding and reimbursement modules of existing systems. Mobile technology will also be provided to the users in missions to streamline manual tasks. As a result, there will be improved information flow between administrators and the field, real-time access to inspection data and more accurate calculation of reimbursements. As indicated in the 2009/10 performance report (A/65/610/Add.1), the customer relationship management platform was configured and the network infrastructure established at UNLB during that financial period, and software was acquired and customized for facilitating inspections of contingent-owned equipment in field operations. As indicated in the performance report for 2009/10, the initial implementation of this customer relationship management solution was conducted at UNIFIL and MINUSTAH in 2010/11 and will continue to be deployed to peacekeeping operations with contingent-owned equipment in 2011/12. However, the system implementation is now expected to be completed in 2012/13 and not by June 2012.

511. Each deployment of the contingent-owned equipment software application to a peacekeeping operation is a specific project, which includes such activities as the formalization of user requirements; analysis of business processes; re-engineering of business processes if necessary; data mapping; design, configuration and/or customization of the software; testing, preparation of training material/data/equipment; training of users; and going live. Each operation has its own set of processes to record, analyse and assimilate inspection data to generate verification

reports. The objective of the project is to standardize those processes (process re-engineering), hence reducing the time and effort involved in submitting reports for reimbursement. Each deployment is not a replication of a previous deployment because the business processes and the substantive needs are not equal from one peacekeeping operation to another.

512. Accordingly, it is proposed that two general temporary assistance positions of Project Manager (P-4) and Information Systems Officer for application support (P-3) be continued to carry on the development and deployment for the duration of this project.

Field Systems Section

513. The current staffing establishment of the Field Systems Section comprises 10 continuing posts (3 P-4, 4 P-3, 3 P-2, 1 GS (PL), 1 GS (OL)) and three general temporary assistance positions funded from the support account. The Section was established pursuant to General Assembly resolution 63/262 to address the following key strategic technology areas for the field: enterprise content management solutions for peacekeeping policy and guidance repository and peacekeeping reporting process automation; customer relationship management solutions for troop contribution management and peacekeeping telecommunications billing; electronic fuel and rations management systems; enterprise information portal; and enterprise identity management system.

Electronic fuel management system

Information Systems Officer (1 P-3 position, new)

514. The electronic fuel management system would automate, manage and monitor fuel usage in field operations. The system would improve the recording of fuel transactions, optimize the fuel management capacity in field operations and mitigate waste and loss by enhancing control and visibility. The system would facilitate effective review of the performance of fuel vendors, as well as their compliance with contracts, which would in turn support negotiations on new contracts. The fuel management system will interface with existing systems and include required data interfaces with enterprise resource planning systems.

515. As indicated in the 2009/10 performance report (A/65/610/Add.1), a commercial off-the-shelf software was acquired and a pre-implementation study was conducted; however, as clarified in the 2010/11 performance report (A/66/610/Add.1), given that the software vendor failed to provide a satisfactory product that was compliant with and met the requirements of the United Nations, as concluded after quality assurance processes and system acceptance tests in UNIFIL and MINUSTAH were unsuccessful, in the absence of a suitable commercial off-the-shelf solution the development of an alternate in-house solution was undertaken. The system was planned to be implemented in four select peacekeeping operations in 2011/12. However, the system implementation is expected to be completed in 2014/15 and not by June 2013.

516. Accordingly, it is proposed that one new general temporary assistance position of Information Systems Officer (P-3) be established to assist the Field Systems Section in the in-house design and implementation of the fuel management system

in four select peacekeeping operations, including the development of data interfaces with Umoja and common field systems.

517. The variance is attributable primarily to the support account share of general temporary assistance resources approved until December 2011 for the structural review (see resolution 65/259, sect. XVII, para. 16 (b)) for which a provision had not been approved for 2012/13; the continuation of two general temporary assistance positions compared with three positions approved for 2011/12; and to the impact of the vacancy rate of 25.4 per cent applied to the computation of requirements for the continuing Professional category general temporary assistance positions in 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 7.0 per cent (Professional category), offset by the proposed establishment of one new general temporary assistance position in respect of which a delayed recruitment factor of 65 per cent is applied to the computation of requirements for new positions in the Professional category.

	Cost estimates	*Variance*	
Official travel	$374.4	($54.5)	(12.7%)

518. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	60 300	Alignment between strategic programmes and information systems delivery, including oversight of the deployment of the field technology solutions for the above systems in 6 selected field operations
Technical support	254 200	Implementation of an electronic fuel management system in 4 selected field missions
		Implementation of an electronic rations management system in 3 peacekeeping operations
		Implementation of the enterprise identity management system in remaining peacekeeping operations
		Implementation of the electronic global warden system in 4 selected field operations
Training	59 900	Implementation of an electronic fuel management system in 4 selected field missions
		Implementation of the enterprise information portal in remaining peacekeeping operations
Total	**374 400**	

519. An amount of $60,300 is proposed for travel to undertake the following mission planning/assessment/consultation activities: assess field mission solutions for the global knowledge management strategy and ensure that institutional knowledge is retained, available and accessible throughout peacekeeping operations ($37,300); and assess peacekeeping operations automation needs, status of field systems and alignment between the Organization's strategic information and

communications technology programmes and information systems delivery for peacekeeping operations ($23,000).

520. An amount of $254,200 is proposed for travel to undertake the following technical support activities: the implementation of the electronic fuel management system in four peacekeeping operations, the electronic rations management system and global warden system in two peacekeeping operations, and the enterprise information portal system in remaining peacekeeping missions ($165,900); perform a gap analysis and knowledge transfer on functionalities associated with the implementation of the troop contribution management project/contingent-owned equipment application ($54,100); review and enhance the production support model and provide additional knowledge transfer on the new features and enhancements being developed and deployed for the identity management system ($18,500); review the infrastructure set up for IMIS upgrade and mobile office services for peacekeeping operations and conduct a review and performance evaluation of the operations at Brindisi and Valencia ($15,700).

521. An amount of $59,900 is proposed for travel associated with the following training activities: participate in training for project implementation and on establishing a standard approach to the implementation of portal and integration technologies ($22,100); and to conduct train-the-trainers workshops for field fuel officers on the implementation of the electronic fuel management system and for field supply officers on implementation of the electronic rations management system ($37,800), which will be held during workshops already organized by DFS in Entebbe.

522. The variance is attributable to travel related to training which has already taken place for implemented field systems.

	Cost estimates	*Variance*	
Information technology	$4 977.6	($2 195.5)	(30.6%)

523. An amount of $4,977,600 is proposed: to provide for non-standard resources for the acquisition of specialized information technology equipment ($86,000); acquisition of specialized software ($1,060,700); initial software licences and fees ($631,500); contractual services for ongoing support ($1,048,800); and for the development of applications ($2,150,600) to meet peacekeeping business needs, as indicated in the tables and described in the paragraphs below.

Non-standard information technology by category

(United States dollars)

Equipment	
Satellite Earth station transfer	86 000
Subtotal	**86 000**
Software	
Fuel management system	90 000
Rations management system	900 000
Enterprise identity management system	20 700
Global warden system	50 000
Subtotal	**1 060 700**
Software licences and fees	
Customer relationship management/troop contribution management project	1 500
Rations management system	480 000
Enterprise information portal	150 000
Subtotal	**631 500**
Contractual services	
Ongoing support	
Secondary data centre	362 200
Customer relationship management/troop contribution management project	415 200
Enterprise identity management system	159 600
Satellite Earth station transfer	111 800
Subtotal	**1 048 800**
Development of applications	
Customer relationship management/troop contribution management project	311 400
Fuel management system	540 000
Rations management system	240 000
Enterprise information portal	620 000
Enterprise identity management system	319 200
Global warden system	120 000
Subtotal	**2 150 600**
Total	**4 977 600**

Non-standard information technology by project

(United States dollars)

Secondary data centre	**362 200**
Customer relationship management/troop contribution management project	
Software licences and fees	1 500
Contractual services — ongoing support	415 200
Contractual services — development of applications	311 400
Subtotal	**728 100**
Fuel management system	
Software	90 000
Contractual services — development of applications	540 000
Subtotal	**630 000**
Rations management system	
Software	900 000
Software licences and fees	480 000
Contractual services — development of applications	240 000
Subtotal	**1 620 000**
Enterprise information portal	
Software licences and fees	150 000
Contractual services — development of applications	620 000
Subtotal	**770 000**
Enterprise identity management system	
Software	20 700
Contractual services — ongoing support	159 600
Contractual services — development of applications	319 200
Subtotal	**499 500**
Global warden system	
Software	50 000
Contractual services — development of applications	120 000
Subtotal	**170 000**
Satellite Earth station transfer	
Hardware	86 000
Contractual services — ongoing support	111 800
Subtotal	**197 800**
Total	**4 977 600**

524. The resources for contractual personnel specialized in information technology are estimated based on memorandums of understanding or contract agreements established with the International Computing Centre and UNOPS, including an 8 per cent personnel administration cost, or other approved vendors for ongoing support services and development projects, as detailed below in paragraphs 526 to 536. Contractual services at Headquarters are undertaken by a staffing complement of 22 contractual personnel working at levels equivalent to the United Nations grade level system. A provision for common charges, such as rental space, office supplies and desktop services under the information technology standard level agreement with the Office of Information and Communications Technology, have been estimated for contractual personnel at Headquarters and included in the relevant resource class under the central responsible department or office. These initiatives do not overlap with, and are complementary to, the enterprise resource planning system (Umoja).

525. Software licences and their maintenance fees in connection with the expansion of the pool of registered users for field systems and contractual services for the maintenance of field systems would be included in the budgets of peacekeeping operations.

Secondary data centre

526. An amount of $362,200 is proposed for the recurring requirements for the secondary data centre at Headquarters pursuant to General Assembly resolution 66/247.

Customer relationship management solution for troop contribution management (contingent-owned equipment application)

527. An amount of $728,100 is proposed for software licences and fees ($1,500), contractual services for ongoing support ($415,200) and contractual services for development ($311,400) for the continuation of the implementation of the contingent-owned equipment software application in peacekeeping operations. The first release of the application was implemented in May 2011, functional enhancements are currently being developed, and deployment of the system is planned in four additional peacekeeping operations. The enhancements and deployment process in remaining peacekeeping operations is planned for 2012/13. Ongoing system maintenance will be proposed in the respective peacekeeping operation budgets for future financial periods.

- **Software licences and fees**. An amount of $1,500 is proposed for the maintenance of the software and database licences for the current four users of the contingent-owned equipment application in DFS at Headquarters. Ongoing licence and maintenance fees for users in the field are included in peacekeeping operations budgets.
- **Contractual services — ongoing support**. An amount of $415,200 is proposed for continued ongoing support services to system users across multiple time zones, at Headquarters and peacekeeping operations, for the deployment of the contingent-owned equipment application and represents four systems analysts on 8-hour shifts to cover the 16-hour per day support schedule. The cost breakdown is as follows: 8,304 person-hours required at the vendor rate of $50/hr resulting in $103,800 per contractor for the period.

Future ongoing maintenance support will be proposed in peacekeeping operations budgets once the development and deployment is complete.

- **Contractual services — development**. An amount of $311,400 is proposed for continued development and deployment of the application and represents one team leader and two application developers located in Entebbe to work on [illegible] process mapping, data requirements gathering, functional and [illegible] testing, user manual and training guide documentation, and end-user training. The resources are proposed to be in Entebbe in order to reduce travel requirements to the field. These resources will be managed by the Office but will work directly with the business owners in the Entebbe region. The cost breakdown is as follows: 6,228 person-hours required at the vendor rate of $50/hr resulting in $103,800 per contractor for the period.

Electronic fuel management system

528. An amount of $630,000 is proposed for the acquisition of software ($90,000) and contractual services for development ($540,000) for the implementation of the electronic fuel management system, which is aimed at improving the recording of fuel transactions, optimizing the fuel management capacity in field operations and mitigating waste and loss by enhancing control and visibility. Implementation of the system is planned in four select peacekeeping operations in 2012/13 and is expected to be completed in 2014/15, including system upgrades, at which time ongoing system maintenance will be proposed in the respective peacekeeping operation budgets.

- **Acquisition of software**. An amount of $90,000 is proposed for business intelligence software for data analysis and reporting needs, and specialized software utilities for data interfaces with fuel measuring devices and with other field systems, for example Galileo, the customer relationship management contingent-owned equipment application, and Mercury.

- **Contractual services — development**. An amount of $540,000 is proposed to continue the development and deployment of the system and represents two business/system analysts and three application developers located at Headquarters to work on functional and technical requirements of the system's architecture, defining data interfaces with other field systems, quality assurance testing for the software, the preparation of system and user documentation, and software enhancements and refining functionality in accordance with fuel management needs of peacekeeping operations. The cost breakdown is as follows: 1,875 person-hours required per business/system analyst at the vendor rate of $64/hr, resulting in $120,000 per contractor for the period, and 2,000 person-hours required per application developer at the vendor rate of $50/hr, resulting in $100,000 per contractor for the period.

Electronic rations management system

529. An amount of $1,620,000 is proposed for the acquisition of software ($900,000), software licences and fees ($480,000), contractual services for development ($240,000) for the implementation of the electronic rations management system, which would establish a single global standardized information management system for food rations that would fully automate the ordering,

inventory tracking, invoice matching and overall contract administration functions in peacekeeping operations.

530. In 2008/09, the Organization initiated the acquisition of a commercial off-the-shelf food control system. However, owing to legal issues involving the previously selected vendor, the procurement process was delayed and required the resolicitation of the contract in 2009/10. As clarified in the 2010/11 performance report (A/66/610/Add.1), a lengthy procurement process to ensure that all technical requirements were considered in the contractual arrangements was undertaken, including a gap analysis between the system and Umoja whereby a revised request for proposal was issued in October 2011. If the procurement process concludes in the acquisition of the software by the end of the 2011/12 period, the pilot implementation would now take place in 2012/13 in UNOCI and UNMIL, and implementation undertaken in three peacekeeping operations. If the pilot implementation is successful, implementation in all peacekeeping operations will be completed by June 2015.

- **Acquisition of software**. An amount of $900,000 is proposed for additional functionality, add-on software and additional initial software licences, including vendor software configuration and customization for the software anticipated to meet the specific requirements of peacekeeping operations. The budget provision for the acquisition of the system in 2011/12 was based on the lowest of the initial bids received.
- **Software licences and fees**. An amount of $480,000 is proposed for the initial software development licences and fees based on the industry standard of 15 to 20 per cent of the initial software acquisition cost of $2,500,000 approved in 2011/12. Future ongoing maintenance fees for users in the field will be included in peacekeeping operations budgets.
- **Contractual services — development**. An amount of $240,000 is proposed for the development and deployment of the system and represents costs for the services of two business/system analysts to work on system evaluation, testing, configuration, customization to the needs of peacekeeping operations, quality assurance and system implementation. The cost breakdown is as follows: 1,875 person-hours required per business/system analyst at the vendor rate of $64/hr, resulting in $120,000 per contractor for the period.

Enterprise information portal

531. An amount of $770,000 is proposed for the acquisition of software licences and fees ($150,000), and contractual services for development ($620,000) for the continuation of the implementation of the enterprise information portal which provides a mechanism to allow staff, Member States and collaborating organizations self-service access to integrated information, data, knowledge and applications that they require in an efficient manner. The system maintains a single authoritative record for each user, including their individual roles, and uses these records to deliver customized, relevant and authorized content to the individual user. The deployment of the portal is on schedule in four field operations in 2011/12 and will be implemented in remaining field operations by June 2013.

- **Software licences and fees**. An amount of $150,000 is proposed for the initial software development licences and fees based on the industry standard of 15 to

20 per cent of the software acquisition cost of $750,000 approved in 2011/12. Future ongoing maintenance fees for users in the field will be included in peacekeeping operations budgets.

- **Contractual services — development**. An amount of $620,000 is proposed for continued deployment of the portal and represents costs for the services of three senior adoption specialists, one associate implementation specialist and one change management analyst to integrate specific information and systems used in each peacekeeping operation with central enterprise information. The cost breakdown is as follows: 5,349 person-hours for senior adoption specialists at the vendor rate of $75/hr, resulting in $133,733 per contractor for the period; and 3,776 person-hours for the associate implementation specialist and change management analyst required at the vendor rate of $50/hr, resulting in $94,400 per contractor for the period. Remaining costs are associated to operational components of contractual services.

Enterprise identity management system

532. An amount of $499,500 is proposed for the acquisition of software ($20,700), contractual services for ongoing support ($159,600) and contractual services for development ($319,200) for continued deployment of the enterprise identity management system, which is a system that will serve to streamline organizational identity management processes and provide a single repository for user information management. The system supports secure identity management and enhances information on the location of peacekeeping personnel in the field.

533. From 2009, the project has consolidated an authoritative repository of United Nations personnel of six peacekeeping operations (UNLB, UNIFIL, UNMIL, MINUSTAH, UNDOF and UNFICYP). In 2011/12, the information from two additional peacekeeping operations will have been added to the personnel repository, followed by four peacekeeping operations in 2012/13. Implementation is planned for completion by June 2013. The development and deployment of the system is a prerequisite for the deployment of the contingent-owned equipment application.

- **Software licences and fees**. An amount of $20,700 is proposed for the software licences for the current users of the application in DFS at Headquarters. Ongoing maintenance fees for users in the field are included in peacekeeping operations budgets.

- **Contractual services — ongoing support**. An amount of $159,600 is proposed for continued ongoing support services and represents costs for the services of one senior systems analyst to operate the production and development environments. The cost breakdown is as follows: 1,995 person-hours at the vendor rate of $80/hr, resulting in $159,600 per contractor for the period.

- **Contractual services — development**. An amount of $319,200 is proposed for continued development and deployment and represents costs for the services of two senior systems analysts to work on enhancements to the system. The cost breakdown is as follows: 3,990 person-hours at the vendor rate of $80/hr, resulting in $159,600 per contractor for the period.

Global warden system

534. An amount of $170,000 is proposed for the acquisition of software ($50,000), and contractual services for development ($120,000) for the continuation of the implementation of the global warden system, which is a system that will centrally host data in a warehouse to be used by staff members, wardens and security coordinators in peacekeeping operations with a view to delivering a standard warden system for the field that provides authoritative and comprehensive information on personnel.

535. Funds for contractual services from the support account were approved in the amounts of $160,000 for 2009/10, $117,000 for 2010/11 and $90,000 for 2011/12 for the development of the system. The system prototype was developed using Nova/Nucleus, which is a legacy platform, to leverage existing data on field personnel. However, the Department of Safety and Security, the business user, has requested a change in order to integrate the global warden system with its other systems, using a common platform. The implementation is on schedule in three select peacekeeping operations in 2011/12 and is planned in four peacekeeping operations in 2012/13, in close coordination with the Department of Safety and Security. Implementation is planned for completion in 2013/14.

- **Acquisition of software**. An amount of $50,000 is proposed for additional reporting software owing to the change in platform.
- **Contractual services — development**. An amount of $120,000 is proposed for continued development and deployment of the system and represents costs for the services of one business/systems analyst to work on the system design, testing, configuration and customization to the needs of the Department of Safety and Security. The cost breakdown is as follows: 1,875 person-hours required at the vendor rate of $64/hr.

Satellite Earth station

536. Responsibility for the satellite Earth station and associated activities and resources is proposed to be transferred to the Office of Information and Communications Technology of the Department of Management from the Information and Communications Technology Division of DFS to leverage existing network technology for better integration and is expected to achieve efficiency gains in the amount of $560,632 per year. The current annual operating expenses are estimated at $1,005,932 and include $247,500 in General Service category posts, $295,000 in contractual services and $463,432 in equipment maintenance. A corresponding reduction has been reflected in the budget proposal of the Information and Communications Technology Division of DFS under posts and information technology for contractual services. An amount of $197,800 is proposed for the acquisition of hardware ($86,600) and contractual services for ongoing support ($111,800) to maintain the station, together with the General Service category posts proposed to be redeployed from DFS presented under the "post" section of the present report.

- **Acquisition of hardware**. An amount of $86,600 is proposed for the planned replacement of two routers and one switch in 2012/13.
- **Contractual services — ongoing support**. An amount of $111,800 is proposed for continued maintenance and usage of the satellite network and

represents a recurring maintenance cost per year for the equipment transferred to the Office ($62,800) and the annual charges for usage of the BGAN service ($49,000).

537. The variance in information technology resources reflects the change in requirements associated with the stage of implementation (acquisition, development or deployment) of approved information technology systems in peacekeeping operations, in particular, with regard to the initial investments made in 2011/12 and in previous periods for the non-recurring acquisition of server equipment, software and contractual services for the secondary data centre, the customer relationship management solution for troop contribution management, the electronic fuel management system, the electronic rations management system and the enterprise information portal, and the retirement in 2011/12 of Galaxy, the Organization's former recruitment system, offset by initial software maintenance and user licence fees as well as contractual services, associated to the development phase of system implementation.

D. Office of Internal Oversight Services

(a) Results-based-budgeting framework

538. The mandate of the Office of Internal Oversight Services was established by the General Assembly in its resolutions 48/218 B, 54/244 and 59/272. The functions of the Office are set out in Secretary-General's bulletin ST/SGB/273, the relevant provisions of the Financial Regulations and Rules of the United Nations and of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The Office works in coordination with the other United Nations oversight bodies, namely the United Nations Board of Auditors and the Joint Inspection Unit.

539. The Office contributes to the United Nations goals by promoting responsible administration of resources and improved programme performance, as well as a culture of accountability and transparency. To that end, the Office will: (a) issue recommendations to strengthen internal controls and to mitigate risks; (b) provide independent information and assessments to assist effective decision-making; and (c) provide independent reviews of the effectiveness of the use of the Organization's resources. This will be accomplished through the issuance of timely, high-quality reports on inspection, evaluation, internal audit and investigation, in accordance with applicable professional standards. OIOS is comprised of the Internal Audit Division, the Inspection and Evaluation Division and the Investigations Division, each headed by a Director who reports directly to the Under-Secretary-General for Internal Oversight Services. These three Divisions consult with each other under the guidance of the Under-Secretary-General to increase complementarities and avoid duplication.

540. The Internal Audit Division uses a risk-based audit planning approach in accordance with the Institute of Internal Auditors Practice Advisories and developed its 2012/13 audit workplan taking into account the recommendations of the Independent Audit Advisory Committee. The Division identified and assessed the risks to peacekeeping operations, as well as the related key controls to mitigate these risks. Based on the level of residual risk, the Internal Audit Division

prioritized audit assignments for 2012/13. In addition, management requests for audits to address specific areas of concern were considered in selecting assignments.

541. The Inspection and Evaluation Division will continue to focus its work on evaluative oversight of peacekeeping through its mission-specific and thematic evaluations and inspections assessing the relevance, efficiency and effectiveness (including impact) of peacekeeping operations. The workplan for 2012/13 will comprise three evaluations and/or inspections that are mission-specific and/or cross-cutting on topics of strategic importance to all peacekeeping missions within the context of the overall strategic approach of the OIOS evaluation and inspection function. Future considerations will be given to how to strengthen the peacekeeping evaluation work programme of the Division.

542. The Investigations Division conducts administrative fact-finding investigations aimed at promoting responsible administration of resources and improved programme performance, as well as a culture of accountability and transparency. Based on the pilot project adopted by the General Assembly in its resolution 63/287, an integrated structure aimed at improving the full spectrum of service delivery and ensuring cost efficiencies and transparency will be proposed after the completion of the comprehensive report on the pilot project. The operational component of the Investigations Division would focus on location-dependent activities performed in specific mission locations, and on the United Nations Headquarters and its regional centres.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 90 per cent of OIOS reports are submitted to the General Assembly in accordance with required deadlines (2012/13: 90 per cent)

Outputs

- OIOS reports specifically requested by the General Assembly
- Annual report to the General Assembly on peacekeeping oversight results

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Acceptance of 95 per cent of recommendations issued by the Internal Audit Division (2010/11: 99 per cent; 2011/12: 95 per cent; 2012/13: 95 per cent)
	3.2 Acceptance of 95 per cent of evaluation and inspection recommendations (2010/11: 92 per cent; 2011/12: 90 per cent; 2012/2013: 95 per cent)
	3.3 100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement are reviewed (2010/11: not applicable; 2011/12: not applicable; 2012/13: 100 per cent)

3.4 Advisory notes addressing oversight issues in peacekeeping operations issued to DFS and mission management, as well as to the Department of Management (2010/11: not applicable; 2011/12: not applicable; 2012/13: 5 per cent of completed investigations)

3.5 70 per cent of investigations are completed within 12 months or less (2010/11: not applicable; 2011/12: not applicable; 2012/13: 70 per cent of investigations)

3.6 Personnel of 70 per cent of peacekeeping missions are trained on basic investigation techniques (2010/11: not applicable; 2011/12: not applicable; 2012/13: 70 per cent)

3.7 50 per cent reduction of the backlog of investigation cases (2010/11: not applicable; 2011/12: not applicable; 2012/13: 50 per cent)

Outputs

- 6 audit reports by United Nations Headquarters auditors
- 26 audit reports by resident auditors located in peacekeeping missions
- 10 horizontal audit reports
- 1 annual meeting of chief resident auditors for planning of work and professional development
- 2 mission-specific evaluation reports addressing the results achieved in individual peacekeeping missions
- 1 thematic evaluation or inspection report addressing cross-cutting strategic priorities or topics
- 400 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action
- 9 advisory notes issued regarding the oversight of peacekeeping operations
- 15 backlog investigation cases completed
- 1 training session per mission, including training on investigating matters, for programme managers
- 2 yearly reviews of the investigation policy and policy guidance and/or promulgation of additional policies/guidance on investigation techniques

External factors

External parties will cooperate with the conduct of audit assignments, evaluation and inspection reviews, and investigations

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	—	—	—	—	**—**	—
D-1	1	—	—	—	**1**	—
P-5	11	—	—	—	**11**	—
P-4	35	—	—	—	**35**	—
P-3	23	—	—	—	**23**	—
P-2/P-1	—	—	—	—	**—**	—
Subtotal	**70**	**—**	**—**	**—**	**70**	**—**
General Service and other						
Principal level	1	—	—	—	**1**	—
Other level	6	—	—	—	**6**	—
Field Service	16	—	—	—	**16**	—
National General Service	4	—	—	—	**4**	—
Subtotal	**27**	**—**	**—**	**—**	**27**	**—**
Total	**97**	**—**	**—**	**—**	**97**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2010/11)	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	15 624.3	16 065.0	14 979.0	(1 086.0)	(6.8)
II. Non-post resources					
General temporary assistance	5 088.6	8 382.1	7 740.9	(641.2)	(7.6)
Consultants	281.9	408.0	391.0	(17.0)	(4.2)
Official travel	998.3	1 603.5	1 373.6	(229.9)	(14.3)
Facilities and infrastructure	171.9	175.6	197.3	21.7	12.4
Communications	121.6	139.7	161.9	22.2	15.9
Information technology	311.9	454.2	476.1	21.9	4.8
Other supplies, services and equipment	111.3	138.5	154.6	16.1	11.6
Subtotal II	**7 085.5**	**11 301.6**	**10 495.4**	**(806.2)**	**(7.1)**
Total	**22 709.8**	**27 366.6**	**25 474.4**	**(1 892.2)**	**(6.9)**

(d) Justification of posts

Internal Audit Division

543. The current staffing establishment of the Internal Audit Division comprises 87 continuing posts (1 D-1, 10 P-5, 31 P-4, 22 P-3, 15 FS, 4 GS (OL), 4 NGS) funded from the support account, of which 18 are located at Headquarters and 69 are located in the resident auditor offices in the field. All horizontal audits will be managed and overseen by the Internal Audit Division at Headquarters. The Division plans to conduct 10 horizontal audits in 2012/13.

Redeployment of 9 posts (1 Chief Resident Auditor (P-5), 6 Resident Auditors (3 P-4 and 3 P-3), 2 Audit Assistants (Field Service)) from UNMIS to UNMISS

544. The mandate of UNMISS was established by Security Council resolution 1996 (2011), in which the Council requested the Secretary-General to transfer appropriate functions performed by UNMIS to UNMISS, together with appropriate staff and logistics necessary for achieving the new scope of functions to be performed, on the date when UNMISS was established. In order to provide audit coverage of the activities of the Mission, it is proposed that nine continuing posts (1 P-5, 3 P-4, 3 P-3 and 2 FS) be redeployed to UNMISS. These resources would enable the required flexibility to assist in the implementation of risk-based audit plans to assess the adequacy and effectiveness of risk management in UNMISS, control and governance processes in providing reasonable assurance regarding the Missions' effective achievement of their mandates.

Redeployment of 5 posts (2 Resident Auditors (P-4) from UNAMID, 1 Resident Auditor (P-4) from MONUSCO, 1 Resident Auditor (P-4) and 1 Audit Assistant (FS) from UNMIS) to the Resident Audit Office in the Regional Service Centre at Entebbe

545. The current staffing establishment of the Resident Audit Office in the Regional Service Centre at Entebbe comprises two continuing posts (1 P-4, 1 FS) funded from the support account, the incumbents of which are responsible for focusing on the development of the global field support strategy, assessing how the service centre concept is being implemented, and providing enhanced audit coverage of UNLB. There are currently no resident auditors in Entebbe dedicated to UNAMID, MONUSCO and UNMISS. Conducting horizontal audits will improve consistency in audit results and allow processes and activities to be benchmarked between missions and for the identification of good practices that can be shared.

546. The Internal Audit Division workplans are currently implemented by the resident auditors based in UNAMID, MONUSCO and UNMISS. However, the Division's workplans for 2012/13 include a series of horizontal audits (the same process and/or activity across a number of peacekeeping missions) focusing on those Missions' preparedness for the implementation of IPSAS and how certain functions are being performed and managed across the three Missions. The location of auditors in Entebbe would provide the necessary flexibility for the same auditors to conduct audits at the three locations, as well as supplement the Missions' auditors where the Office has experienced difficulties in filling vacancies. Furthermore, with some of the efficiencies expected from this approach, audit coverage would be provided for UNISFA.

547. Accordingly, it is proposed that five continuing posts of Resident Auditors and Audit Assistant (4 P-4, 1 FS) be redeployed to the Resident Audit Office in the Regional Service Centre at Entebbe, the incumbents of which would conduct selected audit assignments in UNAMID, MONUSCO and UNMISS as well as be responsible for processes relating to those missions that are performed in Entebbe.

Redeployment of 1 Resident Auditor post (P-4) from UNMIL to UNOCI

548. The current staffing establishment of the Resident Audit Office in UNOCI comprises four continuing posts (1 P-5, 1 P-4, 1 P-3, 1 FS) funded from the support account, whereas the Resident Audit Office in UNMIL comprises seven continuing posts (1 P-5, 3 P-4, 2 P-3, 1 FS). Based on the Division's risk assessment, it is proposed to redeploy one continuing post of Resident Auditor (P-4) to implement the Mission's risk-based audit plan to assess the adequacy and effectiveness of risk management in UNOCI, and to exercise control and governance processes in providing reasonable assurance regarding the effective achievement by the operation of its mandate. Taking into account that UNMIL would progressively draw down and would hand over responsibilities to national authorities, it is expected that a reduced number of audits will be required in UNMIL, as determined by the risk assessment. The redeployment would enable additional coverage of high-risk areas in UNOCI, including substantive areas that have still to be audited, and for two additional audits to be conducted.

Investigations Division

Redeployment of 1 post (Investigations Assistant (FS)) from the UNMIS Resident Investigations Office to the UNMISS Resident Investigations Office

549. The mandate of UNMISS was established by Security Council resolution 1996 (2011), in which the Council requested the Secretary-General to transfer appropriate functions performed by UNMIS to UNMISS, together with appropriate staff and logistics necessary for achieving the new scope of functions to be performed, on the date when UNMISS was established.

550. Accordingly, it is proposed to redeploy one continuing post of Investigations Assistant (FS) to UNMISS. The redeployment would allow the Division to continue the functions performed in the Sudan, maintaining the efficiency and effectiveness of peacekeeping operations through a more responsive investigative structure with resident staff in the Mission. This would expedite the intake of new matters, enable prompt mobility within the Mission and allow for the enhanced capacity-building of counterpart personnel.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$14 979.0	($1 086.0)	(6.8%)

551. The provision of $14,979,000 would cover salaries, common staff costs and staff assessment for the 97 continuing posts. The variance is attributable to the impact of the vacancy rate of 25 per cent applied to the computation of requirements for the continuing Professional and Field Service/national General Service category posts in peacekeeping missions in 2012/13, based on average actual incumbency

levels, compared with the rates approved for 2011/12 of 15.0 per cent (Professional category) and 14.0 per cent (Field Service/national General Service category).

	Cost estimates	Variance	
General temporary assistance	$7 740.9	($641.2)	(7.6%)

552. The provision of $7,740,900 would cover the continuation of 53 general temporary assistance positions and maternity/sick leave replacement (8 person-months for the Professional category and 12 person-months for the GS (OL) category), as described below.

Executive Office

Auditor (1 P-3 position, 4 months, continuation)

Investigator (1 P-3 position, 4 months, continuation)

Assistant (3 GS (OL) positions, 4 months, continuation)

553. It is proposed that general temporary assistance for four person-months of Auditor, four person-months of Investigator (P-3) and 12 person-months of Assistant (GS (OL)) be continued to support the Office during peak workload periods.

Investigations Division

554. As the comprehensive report on the pilot project on the restructuring of the Investigations Division was not available at the time of budget preparation, it is proposed that 53 general temporary assistance positions in the Division be continued as follows: nine continuing positions in the regional hub at Headquarters (1 P-5, 3 P-4, 2 P-3, 3 GS (OL)); 14 continuing positions in the regional hub in Vienna (1 D-1, 1 P-5, 2 P-4, 7 P-3, 1 GS (PL), 2 GS (OL)); 18 continuing positions in the regional hub in Nairobi (1 D-1, 1 P-5, 5 P-4, 7 P-3, 4 GS (OL)); and 12 continuing positions in peacekeeping missions (MINUSTAH: 1 P-4, MONUSCO: 1 P-4, 1 P-3, 1 NGS; UNMIL: 1 P-4, 2 P-3, 1 NGS; UNMISS: 1 P-4, 2 P-3; UNOCI: 1 P-4).

Professional Practices Section

Investigations Assistant (1 GS (OL) position, new)

555. The current staffing establishment of the Professional Practices Section comprises three continuing posts (1 P-4, 2 P-3) funded from the support account. The Section provides a professional operational support capacity for the Division to enhance the effectiveness of professional investigative practices, thereby increasing the quality output of the Division. For example, the Section reviews and finalizes every report relating to the Investigations Division's oversight of peacekeeping operations.

556. In this context, it is proposed that one new general temporary assistance position of Investigations Assistant (GS (OL)) be established. The incumbent of the position would: screen incoming draft Investigations Division reports on the oversight of peacekeeping operations and update the report tracker database; format finalized reports and cover memorandums; oversee their dissemination and

placement in appropriate databases; monitor redaction and release of redacted reports for issuance to Member States; update case files on the implementation of report recommendations; prepare and dispatch electronic and hard copy evidentiary information packages for clients; design and format the revised OIOS Investigations Manual and guidance material templates; and maintain the Professional Practices Section Intranet web page and guidance material matrix. The Investigations Assistant position is essentially needed to avoid the negative implication of a delay in issuing reports on investigations carried out in peacekeeping operations for which the need has increased over past periods.

557. The incumbent shall also serve as the focal point for matters received by the Division related to the conduct of troop-contributing country personnel. Specifically, the incumbent will cover coordination of responsibilities that relate to managing input to the notification process, monitoring replies and deadlines for response, liaising with troop-contributing countries on the appointment of national investigative officers, and the transfer of evidence that have been preserved by OIOS prior to the appointment of national investigative officers. The process has evolved since the draft model memorandum was first issued, and the Office must increasingly engage in order to ensure proper administration of responsibilities and effective resolution of possible misconduct by personnel of troop-contributing countries.

Internal Audit Division

Information and Communications Technology Audit Section

Information and Communications Technology Auditor (1 P-4 position, continuation)

558. The current staffing establishment of the Information and Communications Technology Audit Section comprises one continuing post (P-4) and one general temporary assistance position funded from the support account. Accordingly, it is proposed that one general temporary assistance position of Information and Communications Technology Auditor (P-4) be continued. The Section is responsible for overseeing the implementation of the audit workplan in information and communications technology and providing ongoing independent advice to the missions' management on information and communications technology issues. The implementation of the risk-based audit plans in the Information and Communications Technology Audit Section is critical in mitigating risk associated with mission operations. The Information and Communications Technology Auditor would address: the deployment in peacekeeping missions of two major Organization-wide enterprise systems (Umoja and Inspira); the establishment of the Regional Service Centre at Entebbe and the United Nations Support Base at Valencia.

Resident Audit Office in UNSOA

Resident Auditor (1 P-4 position, continuation)

559. The current staffing establishment of the Resident Audit Office in UNSOA comprises three continuing posts (1 P-5, 1 P-3, 1 NGS) and one general temporary assistance position funded from the support account. Since UNSOA is a relatively new operation, the implementation of the audit plan will address key controls necessary to manage risks associated with the operation's critical objectives.

Accordingly, it is proposed that one general temporary assistance position of Resident Auditor (P-4) be continued. The functions of the Resident Auditor would be dedicated to conducting audit assignments assessing the adequacy of key controls.

560. The variance is attributable to the impact of the vacancy rates of 25.4 per cent and 6.8 per cent applied to the computation of requirements for the continuing general temporary assistance positions in the Professional and General Service categories, respectively, in 2012/13, based on overall average actual incumbency levels, compared with the rates approved for 2011/12 of 12.0 per cent (Professional category) and 7.0 per cent (General Service category), offset by the proposed establishment of one new general temporary assistance position in respect of which a delayed recruitment factor of 50 per cent is applied to the computation of requirements for new positions in the General Service category.

	Cost estimates	*Variance*	
Consultants	$391.0	($17.0)	(4.2%)

561. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Multidimensional mission/thematic evaluations and inspections (Inspection and Evaluation Division)	28	240 000	Mission-specific evaluation reports, thematic evaluation and inspection reports
Multidimensional mission/thematic evaluations and inspections Advisory Panel (Inspection and Evaluation Division)	1.5	40 000	Mission-specific evaluation reports, thematic evaluation and inspection reports
Audit specialists (Internal Audit Division)	4	45 000	6 audit reports by auditors at United Nations Headquarters 10 horizontal audit reports by auditors at United Nations Headquarters and peacekeeping missions
Investigative techniques and training specialists (Investigations Division)	4	46 000	400 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action 1 training module per mission, including training sessions on investigative matters for programme managers
Training (Internal Audit Division)	1	20 000	1 annual meeting of chief resident auditors for planning of work and professional development
Total		**391 000**	

562. An amount of $240,000 is proposed for the engagement for 28 person-months of consultants with technical expertise to conduct two in-depth multidimensional mission evaluations and one thematic evaluation or inspection report supported by existing staff members of the Inspection and Evaluation Division who would

provide functional expertise in their respective areas. Evaluations examine the relevance, efficiency and effectiveness of missions or cross-cutting initiatives/ themes common to peacekeeping missions. Thematic evaluations are in response to high-risk cross-cutting issues that affect peacekeeping performance across missions. For example, mission evaluations of UNMIS, MINUSTAH and MONUSCO and a thematic evaluation of the cooperation and coordination in UNMIS, UNMIK, MINURCAT and MONUSCO were conducted in 2010/11.

563. An amount of $40,000 is proposed for the engagement for 1.5 person-months of three or four consultants with technical expertise to assist the Advisory Panels of the Inspection and Evaluation Division in the analysis and review of each of the major thematic and mission-specific evaluation and inspection reports. The panels consist of three or four independent consultants who dedicate a total of approximately 10 days to each evaluation.

564. An amount of $45,000 is proposed for the engagement for four person-months of three consultants with technical audit expertise in the fields of information and communications technology governance, rule of law and security institutions, and waste management, to collaborate with and assist the auditors in determining whether adequate controls and mechanisms are in place to govern, monitor, measure, evaluate and report on the performance and security of information and communications technology, rule of law and security institutions and waste management operations and resources in peacekeeping operations. In particular, with regard to information and communications technology, the audits would cover the secondary active telecommunications facility at Valencia and the Regional Service Centre at Entebbe.

565. An amount of $46,000 is proposed for the engagement for a total of four person-months of a consultant with technical investigations expertise in each of the three regional hubs. The consultants would provide ongoing support services required to cover specialized investigative skills, such as handwriting analysis and financial auditing, which are not normally part of an investigator's skill set, and would conduct training on interviewing and forensic techniques.

566. An amount of $20,000 is proposed for the engagement of one consultant with technical audit expertise to conduct training for Headquarters audit staff and chief resident auditors.

567. The variance is attributable primarily to the fact that the resident auditor training conference will be held biannually instead of annually and will therefore not take place in 2012/13.

	Cost estimates	*Variance*	
Official travel	$1 373.0	($229.9)	(14.3%)

568. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	760 000	10 horizontal audit reports by United Nations Headquarters auditors and peacekeeping missions 6 audit reports by United Nations Headquarters auditors and 26 audit reports by auditors at peacekeeping missions 2 mission-specific evaluation reports addressing the results achieved in individual peacekeeping missions 1 thematic evaluation or inspection report addressing cross-cutting strategic priorities or topics 400 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action
Technical support	108 000	2 mission-specific evaluation reports addressing the results achieved in individual peacekeeping missions 1 thematic evaluation or inspection report addressing cross-cutting strategic priorities or topics 10 horizontal audit reports by United Nations Headquarters auditors and peacekeeping missions 6 audit reports by United Nations Headquarters auditors and 26 audit reports by auditors at peacekeeping missions
Seminars/conferences/workshops	36 600	400 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action
Training	469 000	2 mission-specific evaluation reports addressing the results achieved in individual peacekeeping missions 1 thematic evaluation or inspection report addressing cross-cutting strategic priorities or topics 1 training session per mission, including training on investigative matters, programme managers 1 annual meeting of chief resident auditors for planning of work and professional development
Total	**1 373 600**	

569. An amount of $760,000 is proposed for travel to undertake the following mission planning/assessment/consultation activities: carry out quality assurance reviews, conduct audits of information and communications technology governance, security management and a special assignment to resident audit offices in peacekeeping operations ($123,000); provide management and oversight to resident audit offices in the field ($38,000); prepare horizontal audit reports on peacekeeping operations by resident auditors in the field ($221,000); undertake scoping and data-collection visits for multidimensional mission/thematic evaluation or inspection reports ($78,000); and conduct investigations of possible misconduct ($300,000).

570. An amount of $108,000 is proposed to undertake the following technical support activities: for multidimensional mission/thematic evaluation or inspection reports ($52,000); for the audits of information and communications technology governance, security management, rule of law and security institutions, and waste management ($56,000).

571. An amount of $36,600 is proposed for travel to participate in seminars/ conferences/workshops. As a result of the Organization's efforts to promote accountability and transparency in its internal affairs and in dealing with parties external to the Organization, the investigative offices meet once a year at a conference organized by an external financial institution. In addition, a technology seminar is organized by an external institution to provide investigative offices with information on the latest developments in forensic digital technology for the investigation of peacekeeping-related cases.

572. An amount of $469,000 is proposed for travel to undertake the following training activities: training provided by the Investigations Division to troop-contributing countries for capacity-building covering core issues: accountability and knowledge ($142,300); training provided by the Investigations Division in peacekeeping missions, regional and hub offices to customize and enforce investigative techniques ($154,800); training provided by the forensic and investigation units in the regional and hub offices to enhance and enforce their investigative skills in the area of information technology ($41,200); attendance at forensic digital technology-related training, which is also considered to be the train-the-trainer programme, by investigative officers in the field ($7,400); training on interview techniques to improve best practices in investigations of possible misconduct ($1,500); attendance at the chief resident auditors annual work-planning conference ($104,900); and attendance at inspection and evaluation training sessions and workshops for the preparation of multidimensional mission/thematic reports ($16,900).

573. The variance is attributable primarily to reduced requirements for travel since the resident auditor conference is now a biannual event and will therefore not be held in 2012/13.

	Cost estimates	*Variance*	
Facilities and infrastructure	$197.3	$21.7	12.4%

574. An amount of $197,300 is proposed to provide for the common services costs for Investigations Division staff in Vienna ($136,700) and Nairobi ($10,600) and the acquisition of office supplies for OIOS staff at Headquarters and in the regional hubs. The variance is attributable to increased requirements for common services costs for the Investigations Division in the Vienna regional office, partly offset by the requirements for rent for Nairobi based on actual charges.

	Cost estimates	*Variance*	
Communications	$161.9	$22.2	15.9%

575. An amount of $161,900 is proposed to provide for: requirements for commercial communications services at the standard rate derived from past expenditure trends ($95,500); and acquisition of standard communications equipment ($1,400) and specialized equipment, such as smart and satellite phones, and for videoconferencing charges of the Investigations Division ($40,000) and the Internal Audit Division ($25,000).

576. The variance is attributable to the increased requirements for videoconferencing charges in the Internal Audit Division resulting from the preparation of horizontal reports, which require more extensive use of telecommunications for auditors from different missions to work on the same subject.

	Cost estimates	*Variance*	
Information technology	$476.1	$21.9	4.8%

577. An amount of $476,100 would cover requirements for: the maintenance and repair of information technology equipment based on standard service-level agreements established by the Office of Information and Communications Technology ($102,000); and the support account share of central information technology infrastructure costs ($13,800) (information storage and backup, application hosting, departmental servers) derived from past expenditure patterns; and the acquisition of new and replacement standard information technology equipment ($38,600). Standard information technology is budgeted in accordance with the rates contained in the most recent estimating guide issued by the Office of Information and Communications Technology.

578. In addition, the provision also includes requirements for the acquisition of specialized information technology equipment for the replacement of forensic investigation hardware ($65,000); the acquisition of forensic software for the Investigations Division ($30,000); and software licences and maintenance fees for the case management system and forensic software ($226,700).

579. The variance is attributable primarily to requirements for the replacement of forensic technology hardware.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$154.6	$16.1	11.6%

580. An amount of $154,600 is proposed to provide for the following services: vendor background checks, DNA tests and subscriptions to various audit publications and an international publications search engine ($94,000); office charges, such as library purchase and postage services for the Investigations Division regional hubs in Nairobi and Vienna ($15,200); and requirements for training materials ($45,400).

581. The variance is attributable primarily to requirements for the library purchase and postage services for the Investigations Division regional hubs in Nairobi and Vienna.

E. Executive Office of the Secretary-General

(a) Results-based-budgeting framework

582. The organization and functions of the Executive Office of the Secretary-General are outlined in Secretary-General's bulletin ST/SGB/1998/18.

583. The Office is comprised of the Strategic Planning Unit, the Political, Peacekeeping and Humanitarian Affairs Unit, the Coordination Unit, the Speechwriting and Communications Unit, the Scheduling Office and the Administrative Unit.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 95 per cent of the reports to the Security Council, General Assembly and other bodies on peacekeeping issues are submitted by the due date (reports to the Security Council, 2011/12: 95 per cent; 2012/13: 95 per cent; reports to the General Assembly, 2011/12: 95 per cent; 2012/13: 95 per cent)
	1.2 All documents (for example, reports, talking points, statements, letters and speeches) are reviewed by the Executive Office of the Secretary-General and returned to the lead department within a maximum of 4 days

Outputs

- Provision of advice for approximately 125 reports of the Secretary-General to the Security Council and General Assembly on peacekeeping issues
- Provision of advice for approximately 1,580 talking points, including the preparation of 12 presentations by the Secretary-General to the Security Council
- Provision of advice for 225 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Provision of 50 notes from the Secretary-General or senior officials of the Executive Office of the Secretary-General to DPKO

Outputs

- Comments and guidance from the Executive Office of the Secretary-General to peacekeeping missions, DPKO and DFS on reports of the Secretary-General on peacekeeping missions provided within 5 days
- Advice in the preparation and subsequent revision of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies provided within 5 days

External factors

- Documentation for review is submitted to the Executive Office of the Secretary-General on a timely basis
- Advice from intergovernmental bodies on peacekeeping issues is requested

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	1	—	—	—	**1**	—
P-5	2	—	—	—	**2**	—
P-4	—	—	—	—	—	—
P-3	—	—	—	—	—	—
P-2/P-1	—	—	—	—	—	—
Subtotal	**3**	**—**	**—**	**—**	**3**	**—**
General Service and other						
Principal level	—	—	—	—	—	—
Other level	2	—	—	—	**2**	—
Subtotal	**2**	**—**	**—**	**—**	**2**	**—**
Total	**5**	**—**	**—**	**—**	**5**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2010/11)*	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	957.1	850.8	859.3	8.5	1.0
II. Non-post resources					
General temporary assistance	104.4	91.8	247.4	155.6	169.5
Facilities and infrastructure	4.1	2.5	3.5	1.0	40.0
Communications	8.2	8.4	14.6	6.2	73.8
Information technology	14.4	14.0	20.1	6.1	43.6
Other supplies, services and equipment	—	—	1.0	1.0	—
Subtotal II	**131.1**	**116.7**	**286.6**	**169.9**	**145.6**
Total	**1 088.2**	**967.5**	**1 145.9**	**178.4**	**18.4**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$859.3	$8.5	1.0%

584. The provision of $859,300 would cover salaries, common staff costs and staff assessment for the five continuing posts in respect of which delayed recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) were applied.

	Cost estimates	Variance	
General temporary assistance	$247.4	$155.6	169.5%

585. The proposed requirements in the amount of $247,400 would cover the continuation of general temporary assistance for 12 person-months and the establishment of two new general temporary assistance positions, as described below.

Executive Office

Administrative Assistants (2 GS (OL) positions, 6 months, continuation)

586. It is proposed that general temporary assistance for 12 person-months of an Administrative Assistant (GS (OL)) be continued to support the Executive Office of the Secretary-General during peak workload periods.

Office of the Deputy Secretary-General

Secretariat Focal Point for Women (1 D-1 position, new)

Administrative Assistant (1 GS (OL) position, new)

587. In its resolution 62/277, the General Assembly decided that continuing efforts towards achieving system-wide coherence should focus on gender equality and the empowerment of women as one of its four priority areas. As an organization that sets standards, the United Nations should provide leadership and set an example for Member States by achieving gender equality for women at all levels and, in particular, at the decision-making levels.

588. Pursuant to the Secretary-General's bulletin of 5 January 1996, entitled "Policies to achieve gender equality in the United Nations" (ST/SGB/282), the Secretary-General promulgated a further bulletin (ST/SGB/2008/12) stipulating that Departmental focal points for women shall be appointed in each department, office, regional commission and mission to provide support to the head of department/office/mission in fulfilling his or her responsibilities for the achievement of gender equality in the department/office/mission. As such, they should be appointed at high levels and have regular access to heads of departments or missions, to staff in the Executive Office or local personnel office, as well as to all information necessary for the discharge of their functions as stipulated in their terms of reference.

589. In July 2010, the General Assembly established the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), and in doing so, Member States took a historic step in accelerating the Organization's goals on gender

equality and the empowerment of women. One of the key roles of UN-Women is to hold the United Nations system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress.

590. Accordingly, as it is critical that the Secretariat provide a senior level interlocutor who can credibly represent Headquarters and the field with UN-Women at the highest level and coordinate Secretariat-wide initiatives to achieve gender equality. It is proposed that one new general temporary assistance position of Secretariat Focal Point for Women be established at the D-1 level. The Secretariat Focal Point for Women would support the efforts of the volunteer focal points for women currently working in over 15 peacekeeping missions to advance gender balance and foster a gender-friendly environment. These volunteer focal points for women require training, guidance and support in areas that include: human resources reform; the handling of allegations of harassment or sexual harassment; strategic advocacy initiatives; and obtaining funds for in-mission training of colleagues and welfare activities that target the concerns of female staff. The Secretariat Focal Point for Women would provide essential support to field-based focal points for women struggling to implement the many recommendations intended to retain, promote and improve the productivity of female staff that emerged from the recent study on promoting a positive work environment in DPKO and DFS. The study was led by mission focal points for women in eight peacekeeping operations. The Secretariat Focal Point for Women would be an active member of the task force on respect for diversity, which was established by DFS to ensure that the Secretariat maximizes the opportunities afforded by the recruitment, selection and promotion processes to attract and retain highly qualified women to serve at all levels in field operations.

591. The establishment of a Secretariat Focal Point for Women in the Office of the Deputy Secretary-General of the Executive Office of the Secretary-General is proposed to lead and coordinate the efforts to enhance coherence, share best practices and develop common approaches on issues central to gender equality in the workplace and the empowerment of women staff. The Secretariat Focal Point for Women would support the achievement of gender equality by promoting greater awareness of the value to the Organization of achieving gender balance, particularly at senior levels, and proposing concrete steps to foster a gender-sensitive work environment; providing advocacy and counsel to female staff; contributing to the development and realization of gender targets; monitoring progress towards the achievement of gender targets; advising on the staff selection process; and briefing management and staff on current General Assembly mandates and the strategies and organizational policies of the Secretary-General for improving the status of women.

592. Furthermore, it is proposed that one new general temporary assistance position of Administrative Assistant (GS (OL)) be established to support the work of the Secretariat Focal Point for Women and provide expert assistance in the preparation and development of the programme of work.

593. The variance is attributable primarily to the proposed establishment of two new general temporary assistance positions, in respect of which delayed recruitment factors of 65 per cent and 50 per cent are applied to the computation of requirements for new positions in the Professional and General Service category, respectively.

	Cost estimates	*Variance*	
Facilities and infrastructure	$3.5	$1.0	40.0%

594. An amount of $3,500 is proposed to provide for office supplies for the five continuing posts and two general temporary assistance positions. The variance is attributable to the proposed two new general temporary assistance positions.

	Cost estimates	*Variance*	
Communications	$14.6	$6.2	73.8%

595. An amount of $14,600 is proposed to provide for recurring commercial communications services, at the standard rate derived from past expenditure patterns, for five continuing posts and two new general temporary assistance positions as well as costs associated with the provision of mobile office licences for two staff members and the replacement of three smart telephones.

	Cost estimates	*Variance*	
Information technology	$20.1	$6.1	43.6%

596. An amount of $20,100 is proposed to provide for standard resources for the maintenance and repair of information technology equipment based on the standard service-level agreements established by the Office of Information and Communications Technology ($10,500) and the replacement of standard equipment ($9,600) for five continuing posts and two proposed new general temporary assistance positions.

597. The variance is attributable to the proposed establishment of two general temporary assistance positions, partly offset by lower requirements for central information technology infrastructure costs.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$1.0	$1.0	—

598. An amount of $1,000 is proposed to provide for additional printing supplies.

F. Administration of justice

1. Cost-sharing arrangement

(a) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2010/11)*	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	—	—	—	—	—
II. Non-post resources					
Other supplies, services and equipment	—	2 379.7	3 321.8	942.1	39.6
Subtotal II	**—**	**2 379.7**	**3 321.8**	**942.1**	**39.6**
Total	**—**	**2 379.7**	**3 321.8**	**942.1**	**39.6**

599. Pursuant to section XI of General Assembly resolution 66/247 on the financial implications of the administration of justice at the United Nations, additional requirements in the amount of $7,078,700 were approved under the proposed 2012-2013 biennium programme budget, of which the net amount of $3,321,800 represents the share of costs to be funded from the support account for peacekeeping operations in accordance with General Assembly resolution 62/228. The cost of the following elements of the administration of justice would be shared: the Office of Administration of Justice, which includes the Office of Staff Legal Assistance and the Office of the United Nations Ombudsman and Mediation Services, and the costs for interpretation, meetings servicing and translation. For the purpose of transparency and to reflect the support account-funded staffing element of the administration of justice, the resource requirements funded from the support account for the Office of Staff Legal Assistance and the Office of the United Nations Ombudsman and Mediation Services are included in sections 2 and 3 below. The costs for the backstopping of peacekeeping operations of the Office of the United Nations Ombudsman and Mediation Services and of the Office of Staff Legal Assistance, which are funded from the support account and presented in the below proposals, are deducted from the overall share approved for the administration of justice to be funded from the support account.

600. The variance is attributable to the additional requirements approved by the General Assembly pursuant to resolution 66/247.

Net amount of support account share of the costs for the administration of justice for 2012/13

Additional requirements approved pursuant to resolution 66/247	7 078.7
Total support account for peacekeeping operations share	5 174.6
Less Office of the United Nations Ombudsman and Mediation Services[a]	(1 777.2)
Less Office of Staff Legal Assistance[a]	(75.6)
Net amount of support account share for the administration of justice	**3 321.8**

[a] Based on 2012/13 budget proposal.

2. Office of Staff Legal Assistance

(a) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	*Variance*	
				Amount	Percentage
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	—	—	—	—	—
II. Non-post resources					
General temporary assistance	36.5	96.8	75.6	(21.2)	(21.9)
Subtotal II	**36.5**	**96.8**	**75.6**	**(21.2)**	**(21.9)**
Total	**36.5**	**96.8**	**75.6**	**(21.2)**	**(21.9)**

(b) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
General temporary assistance	$75.6	($21.2)	(21.9%)

601. The proposed requirements in the amount of $75,600 would cover the support account share of general temporary assistance resources approved until December 2012 pursuant to General Assembly resolution 66/237, located in Nairobi to assist the Office of Staff Legal Assistance with its caseload from peacekeeping operations.

3. Office of the United Nations Ombudsman and Mediation Services

(a) Results-based-budgeting framework

602. The Office of the United Nations Ombudsman and Mediation Services was established pursuant to General Assembly resolutions 55/258 and 56/253. By its resolution 62/228, the General Assembly strengthened the Office capacity by creating: (a) a single, integrated and geographically decentralized Ombudsman structure which serves the Secretariat, funds and programmes and the Office of the United Nations High Commissioner for Refugees; (b) a Mediation Service; and (c) regional branches. The current terms of reference of the Office of the United Nations Ombudsman and Mediation Services are contained in ST/SGB/2002/12. The

revised terms of reference taking into account the above-mentioned changes are expected to be promulgated in a new Secretary-General's bulletin.

603. The question of access to the Office's services by non-staff personnel in addition to the current scope of coverage of the Office is under consideration by the General Assembly.

604. During the 2010/11 financial period, the Office recorded a 50 per cent increase in the number of cases emanating from peacekeeping missions (606 cases compared with 407 cases in 2009/10). The positive trend in the use of informal conflict resolution services by staff in the field as an alternative to the formal recourse mechanism was possible owing to the availability of in-person services through the regional branches in Kinshasa and Khartoum (the latter branch was relocated to Entebbe in November 2011), the on-call mechanism and regular visits to missions not covered by the regional branches.

605. As a first and preventative step in resolving workplace concerns, the Office will continue to provide the full range of informal dispute resolution services to staff in peacekeeping missions in order to address and resolve disputes at an early stage, thus contributing to greater output and accomplishments in the workplace in peacekeeping missions by enhancing the overall productivity of individuals and teams.

606. As requested by the General Assembly, the Office will also continue to place emphasis on the identification of systemic issues in peacekeeping areas and to provide continuous upward feedback to the Organization.

607. Owing to the closure of UNMIS which in the past provided the necessary administrative support to the Regional Ombudsman team, the Office proposed the relocation of the Regional Ombudsman branch in Khartoum (formerly UNMIS) to the Regional Service Centre at Entebbe. Since that regional team is to mainly serve peacekeeping personnel in UNMISS, UNAMID and UNISFA, a critical factor in the location of the team is accessibility to those missions. Owing to the already existing infrastructure and the availability of United Nations flights, Entebbe best fits the requirement as a flexible centre that will allow the team to rotate through the said missions regularly in order to provide the needed in-person services.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Response and first action taken within 30 days from the time of receipt of inquiries in 100 per cent of cases (2010/11: 95 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- Provision of full services in 460 cases, including through on-call ombudsmen and mediators
- Cross-cutting tracking and analysis of 460 cases to identify the cause of conflict and systemic issues for regular upward feedback to enable the Organization improve the functioning of peacekeeping operations
- Provision of an annual report to the General Assembly, including information on systemic issues

- 8 visits to peacekeeping operations that are not covered by the Regional Ombudsmen to provide regular on-site ombudsman and mediation services and to undertake activities that increase the conflict competence of managers and staff
- 8 visits to provide services within the mission area by the Regional Ombudsman in Kinshasa
- 10 missions to provide services within the mission area by the Regional Ombudsman in Entebbe (UNMISS, UNAMID, UNISFA)
- 5 interventions in unforeseen high-risk multiparty disputes or as required
- Outreach and awareness-raising with staff in peacekeeping operations through the distribution of electronic and print materials (1,500 factsheets, 1,000 brochures, 500 folders and 500 posters), periodic videoconferences, bimonthly updates of the Office's website

External factors

Security situation in missions will allow visits

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	—	—	—	—	—	—
P-5	3				**3**	—
P-4	—	—	—	—	—	—
P-3	2	—	—	—	**2**	—
P-2/P-1	—	—	—	—	—	—
Subtotal	**5**	**—**	**—**	**—**	**5**	**—**
General Service and other						
Principal level	—	—	—	—	—	—
Other level	—	—	—	—	—	—
Security Service	—	—	—	—	—	—
Field Service	2	—	—	—	**2**	—
National General Service	—	—	—	—	—	—
Subtotal	**2**	**—**	**—**	**—**	**2**	**—**
Total	**7**	**—**	**—**	**—**	**7**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 106.5	1 191.3	1 206.4	15.1	1.3
II. Non-post resources					
General temporary assistance	262.8	291.4	254.7	(39.4)	(13.4)
Consultants	—	182.0	70.0	(112.0)	(61.5)
Official travel	114.8	158.8	159.0	0.2	0.1
Facilities and infrastructure	1.5	1.5	—	(1.5)	(100.0)
Communications	9.8	9.4	9.6	0.2	2.1
Information technology	8.8	10.8	7.5	(3.3)	(30.6)
Other supplies, services and equipment	37.2	31.9	28.5	(3.4)	(10.7)
Subtotal II	**434.9**	**688.5**	**529.3**	**(159.2)**	**(23.1)**
Total	**1 541.4**	**1 879.8**	**1 735.7**	**(144.1)**	**(7.7)**

(d) Justification of posts

Regional branch in the United Nations Mission in the Sudan

Redeployment of 3 posts (1 Regional Ombudsman (P-5), 1 Case Officer (P-3) and 1 Administrative Assistant (Field Service)) to the regional branch in Entebbe

608. The current staffing establishment of the regional branch formerly in UNMIS comprised three continuing posts (1 P-5, 1 P-3, 1 FS) funded from the support account. Owing to the closure in 2011/12 of UNMIS, which previously provided administrative support to the regional branch, it is proposed that the regional branch in UNMIS and the continuing posts be redeployed to the Regional Service Centre at Entebbe in order to provide continuous conflict resolution services to peacekeeping personnel. These resources would make it possible to provide the needed in-person services to peacekeeping personnel of UNMISS, UNAMID and UNISFA.

(e) Analysis of resource requirements

	Cost estimates	Variance	
Posts	$1 206.4	$15.1	1.3%

609. The provision of $1,206,400 would cover salaries, common staff costs and staff assessment for the seven continuing posts in respect of which delayed recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (Field Service category) were applied. The variance is attributable to higher standard salary costs in the Field Service category and the impact of the vacancy rate of 7.9 per cent applied to the computation of requirements for the continuing Field Service category posts in 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent; offset in part by the

budgeted vacancy rates for 2012/13 applied to the computation of requirements for the continuing Professional category posts of 15.9 per cent, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent.

	Cost estimates	*Variance*	
General temporary assistance	$254.7	($39.4)	(13.4%)

610. The provision of $254,700 would cover the continuation of two general temporary assistance positions, as described below.

Case Officer (1 P-4 position, continuation)

Administrative Assistant (1 GS (OL) position, continuation)

611. The current staffing establishment of the Office comprises seven continuing posts and two general temporary assistance positions funded from the support account. The need continues for a dedicated capacity in the Office at Headquarters to handle cases originating from peacekeeping personnel other than those covered by the regional ombudsman branches in Kinshasa and Entebbe. The total number of cases expected for the 2011/12 budget cycle (460) cannot be handled by the regional branches alone, and it is therefore proposed that one general temporary assistance position of Case Officer (P-4) be continued.

612. The Case Officer (P-4) would service cases originating from MINURSO, MINUSTAH, UNDOF, UNMIK, UNMIL, UNMIT, UNOCI, UNFICYP, UNIFIL and UNSOA. Those missions employ over 8,000 staff who are not served by regional ombudsmen. In addition, the Case Officer would support the Office in the management of operations between Headquarters and the regional branches, which involves the processing of and follow-up on the expected total number of cases from peacekeeping missions in conformity with the operating procedures of the Office. The Case Officer would identify lessons learned, contribute to sharing best practices and assist in the identification and analysis of cross-cutting issues as well as serve as a secretary to the forum on systemic issues.

613. Furthermore, it is proposed that one general temporary assistance position of Administrative Assistant (GS (OL)) be continued to provide the necessary administrative support to the Office given the sustained increase in caseload. The Administrative Assistant would continue to perform the following functions: receive and process requests for appointments; carry out basic research; organize videoconferences and relevant briefing materials for outreach and consultation with the regional branches and peacekeeping missions; provide background information; and support office operations relating to field cases from MINURSO, MINUSTAH, UNDOF, UNMIK, UNMIL, UNMIT, UNOCI, UNFICYP, UNSOA and UNIFIL. The incumbent would further assist in preparing case files and provide support in the administration of the overall work related to case management.

614. The variance is attributable to the impact of the vacancy rates of 25.4 per cent and 6.8 per cent applied to the computation of requirements for the continuing Professional and General Service category general temporary assistance positions, respectively, in 2012/13, based on average actual incumbency levels, compared with the rates approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category).

	Cost estimates	*Variance*	
Consultants	$70.0	($112.0)	(61.5%)

615. The consultancy requirements are as follows.

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Provision of on-call ombudsman and mediation services	12	70 000	5 interventions in unforeseen high-risk multiparty disputes or as required
Total		**70 000**	

616. An amount of $70,000 is proposed for the engagement of a consultant with technical expertise for 12 person-months to continue providing on-call mediations assistance to peacekeeping personnel. The model of on-call ombudsmen/mediators has proved successful and cost-effective. Based on the number of approaches taken by the Office in 2011, the Office estimates that it will be called on to respond with in-person intervention in at least five high-risk situations in peacekeeping missions during the 2012/13 period. The complexity of such interventions requires an on-call ombudsman/mediator to conduct the conflict resolution process from the obtaining of agreements to mediating the conclusion and implementation of a settlement agreement.

617. The variance in consultancy resources reflects the change in requirements associated with non-recurring initiatives whereby external expertise is not available within the Untied Nations system, in particular with regard to the review of the efficacy of the newly established regional ombudsman branches in MONUSCO and UNMIS for which a provision was included in 2011/12 budget, which will be completed in the current financial period.

	Cost estimates	*Variance*	
Official travel	$159.0	$0.2	0.1%

618. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/ assessments/consultation	113 200	8 visits to peacekeeping operations that are not covered by the Regional Ombudsmen to provide regular on-site ombudsman and mediation services and to undertake activities that increase the conflict competence of managers and staff 5 rapid response interventions in unforeseen high-risk multiparty disputes, or as required
Seminars/conferences/ workshops	21 500	Provision of full services in at least 460 cases, including through on-call ombudsmen and mediators
Training	24 300	Provision of full services in at least 460 cases, including through on-call ombudsmen and mediators
Total	**159 000**	

619. An amount of $113,200 is proposed for travel to undertake the following mission planning/assessment/consultation activities: provide Headquarters on-site conflict resolution services to peacekeeping personnel in MINUSTAH, MINURSO, UNFICYP, UNIFIL, UNDOF, UNMIL, UNOCI and UNMIT ($88,200); and provide regional on-site conflict resolution services within the regions and peacekeeping missions ($25,000).

620. An amount of $21,500 is proposed for travel to participate in seminars/conferences/workshops, including the strategic retreat of the Office of the United Nations Ombudsman and Mediation Services to include Ombudsmen personnel from the regional branches.

621. An amount of $24,300 is proposed for travel to undertake training-related activities, such as the mediator skills programme, which is specifically targeted at building and enhancing workplace dispute mediation skills, and a workplace conflict management training programme.

	Cost estimates	*Variance*	
Communications	$9.6	($0.2)	(2.1%)

622. An amount of $9,600 is proposed to provide for: recurring requirements for commercial communications services at the standard rate derived from past expenditure patterns; the acquisition of standard replacement communication equipment; and specialized services for video telecommunication conferences.

	Cost estimates	*Variance*	
Information technology	$7.5	($3.3)	(30.6%)

623. An amount of $7,500 is proposed to provide for standard resources for the maintenance and repair of information technology equipment based on the standard service-level agreements established by the Office of Information and Communications Technology ($4,500) and standard replacement of equipment ($3,000).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$28.5	($3.4)	(10.7%)

624. An amount of $28,500 is proposed to provide for the cost of website and case database maintenance ($10,900), production of posters, brochures, factsheets and folders ($8,400), and training fees related to workplace mediation skills training, conflict resolution and organizational coaching and mediation ($9,200).

G. Ethics Office

(a) Results-based-budgeting framework

625. The mandate of the Ethics Office was established by the General Assembly in its resolution 60/254. The terms of reference of the Office are contained in Secretary-General's bulletin ST/SGB/2005/22.

626. The Ethics Office will continue to deliver on its mandated activities to staff in peacekeeping missions through the following actions: (a) administer the Organization's financial disclosure programme; (b) undertake the responsibilities assigned to it under the Organization's policy for the protection of staff against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations; (c) provide confidential advice and guidance to staff on ethical issues (e.g., conflict of interest), including administering an ethics helpline; (d) develop standards, training and education on ethics issues, in coordination with DFS and other offices as appropriate, including by ensuring annual ethics awareness initiatives for all field staff; and (e) promote coherence by providing thought leadership to members of the Ethics Committee (i.e., ethics offices of the funds and programmes) and to members of the United Nations Ethics Network (i.e., ethics offices/functions of the specialized agencies) to secure the highest standards of ethics and integrity of United Nations staff members and to ensure the consistent application of such standards within the United Nations.

627. In addition, the Office will continue to fulfil its role of promoting and sustaining an ethical organizational culture of integrity, accountability and transparency and thereby enhance the trust in, and the credibility of, the United Nations, both internally and externally. For this purpose, the Office will seek to raise awareness among field personnel of the services offered by the Ethics Office, increase its visibility in the field by conducting on-site visits and make better use of communications technology to reach field-based staff, and place increased emphasis on various outreach, education, communication and training activities for staff in field missions. Such efforts will be closely coordinated with the Under-Secretary-General for Field Support, the Under-Secretary-General for Peacekeeping Operations and other senior officials, as appropriate. A second priority for the Office will be to enhance the compliance of field staff with their filing of financial disclosure forms in a timely manner.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Enhanced ethical awareness through the increased number of requests for ethics advice and guidance (2010/11: 60 requests; 2011/12: 75 inquiries; 2012/13: 85 inquiries)
	3.2 Full compliance with the financial disclosure programme (2010/11: 99.4 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)
	3.3 Increased number of outreach and briefing sessions (2010/11: 18 sessions; 2011/12: 25 sessions; 2012/13: 35 sessions)
	3.4 All requests for protection against retaliation are evaluated within 14 days (2010/11: 80 per cent; 2011/12: 90 per cent; 2012/13: 100 per cent)

Outputs

- Respond to 85 ethics inquiries received from field personnel

- Administration of approximately 1,550 financial disclosure filings or declarations of interest from peacekeeping-funded personnel
- 5 official visits to peacekeeping missions (UNMISS, UNOCI, MINUSTAH, MONUSCO) and the Regional Service Centre at Entebbe
- Completion of the preliminary review of 6 cases of protection against retaliation
- Provision of 4 financial disclosure workshops to Field Personnel Division focal points
- Design, produce and disseminate a new ethics poster to all peacekeeping missions
- 1 training-of-trainer course to certify ethics workshop trainers
- 1 ethics mini e-learning module to peacekeeping staff
- 1 survey to measure ethical culture in peacekeeping missions

External factors

Staff avail themselves of the services provided by the Office; timely receipt of submissions of financial disclosure statements from staff; all necessary documentation when seeking protection against retaliation; the security situation in peacekeeping missions will allow visits

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance	
				Amount	Percenta
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷*
I. Post resources	—	—	—	—	—
II. Non-post resources					
General temporary assistance	256.2	257.2	225.4	(31.8)	(12.
Consultants	721.9	792.0	835.9	43.9	5
Official travel	77.2	68.5	72.3	3.8	5
Facilities and infrastructure	1.0	1.0	1.0	—	
Communications	2.8	2.8	2.8	—	
Information technology	3.1	3.1	7.4	4.3	138
Other supplies, services and equipment	4.0	24.4	48.0	23.6	96
Subtotal II	**1 066.2**	**1 149.0**	**1 192.8**	**43.8**	**3**
Total	**1 066.2**	**1 149.0**	**1 192.8**	**43.8**	**3**

(c) Analysis of resource requirements[1]

	Cost estimates	Variance	
General temporary assistance	$225.4	($31.8)	(12.4%)

628. The provision of $225,400 would cover the continuation of two general temporary assistance positions, as described below.

Ethics Officer (1 P-3 position, continuation)

Administrative Assistant (1 GS (OL) position, continuation)

629. The current staffing establishment of the Ethics Office comprises no continuing posts and two general temporary assistance positions funded from the support account. As one of its core mandates, the Ethics Office administers the financial disclosure programme, which is a continuous annual programme. The implementation of the programme involves a heavy administrative burden on the Ethics Office, which is involved in every aspect of the implementation of the programme and requires sufficient human resources to adequately administer the programme's approximately 4,308 participants, of whom 1,473, or 34 per cent, are peacekeeping-related personnel. Participation of peacekeeping staff in the programme has risen from 603 in 2006 to an anticipated 1,473 in 2011, representing an increase of 144 per cent and has stretched the Office's resources, forcing the Office to curtail some of its other mandated activities, in particular in the areas of developing standards, education and training. The impact of this increase is reflected in all five phases (preparation and planning, review and verification, closure and reporting, voluntary public disclosure, and technical requirements) of the implementation of this programme.

630. In this context, it is proposed that two general temporary assistance positions of Ethics Officer (P-3) and Administrative Assistant (GS (OL)) be continued to support the administration of the financial disclosure programme. The incumbents of the positions will continue to provide dedicated support for the administration and management of the financial disclosure programme and will be involved in all phases of the implementation of the financial disclosure and declaration of interest forms submitted by peacekeeping staff.

631. The variance is attributable to the impact of the vacancy rates of 25.4 per cent and 6.8 per cent applied to the computation of requirements for the continuing Professional and General Service category general temporary assistance positions, respectively, in 2012/13, based on average actual incumbency levels, compared with the rates approved for 2011/12 of 7.0 per cent (Professional category) and 5.2 per cent (General Service category).

	Cost estimates	Variance	
Consultants	$835.9	$43.9	5.5%

632. The consultancy requirements are as follows.

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Financial disclosure programme	—	615 900	Administration of approximately 1,550 financial disclosure filings or declarations of interest from peacekeeping-related personnel
Ethics survey	12	125 000	1 survey to measure ethical culture in peacekeeping missions
E-learning module for field personnel	—	95 000	1 ethics mini e-learning module to peacekeeping staff
Total		**835 900**	

633. An amount of $615,900 is proposed for the engagement of a consulting firm with technical expertise to continue the independent review of staff files in connection with the financial disclosure programme. It is expected that 1,550 peacekeeping staff will be required to participate in the programme. The provision is based on the expected unit price of $398 per statement per person, which is based on the quote from the external firm that would conduct the review of statements for the 2012/13 period.

634. An amount of $125,000 is proposed for the engagement for 12 person-months of a consultant with technical expertise to conduct a survey to measure the culture of ethics and standards of integrity in peacekeeping missions. This cost is extrapolated from the statistical survey recently done by the Ethics Office and would cover the process from the launch of the survey to the provision of statistical analysis and advice to the Office. There is no unit/office dedicated to conduct such a survey within the Organization. Having an independent external consultant would add credibility to the survey due to its nature, and staff would be more willing to provide input to an external party.

635. An amount of $95,000 is proposed for the engagement of a consultant with technical expertise to develop an e-learning module on ethics for peacekeeping mission staff. There is currently no ethics training dedicated to field personnel, and it is proposed to create a short, interactive e-learning module for field staff members. This learning module would replace the cost-sharing arrangement with the Office of Human Resources Management for the training consultant to support the ethics training for peacekeeping personnel, for which a provision was included in the 2011/12 budget.

636. The variance in consultancy resources reflects the change in requirements associated with non-recurring initiatives whereby external expertise is not available within the United Nations system, in particular, with regard to an ethics survey proposed for 2012/13, offset in part by a decrease expected in the number of disclosure filings.

	Cost estimates	*Variance*	
Official travel	$72.3	$3.8	5.5%

637. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Seminars/conferences/ workshops	54 500	5 official visits to peacekeeping missions (UNMISS, UNOCI, MINUSTAH, MONUSCO) and the Regional Service Centre at Entebbe
Training	17 800	1 training-of-trainer course to certify ethics workshop trainers
Total	**72 300**	

638. An amount of $54,500 is proposed for travel to undertake the following seminars/conferences/workshops: a workshop in UNMISS, UNOCI, MINUSTAH, MONUSCO and the Regional Service Centre at Entebbe to increase the visibility of the Ethics Office in the field, raise awareness of ethics and integrity issues, address financial disclosure matters, and conduct fact-finding for protection cases.

639. An amount of $17,800 is proposed for travel to carry out the train-the-trainer course at the Regional Service Centre at Entebbe.

	Cost estimates	*Variance*	
Facilities and infrastructure	$1.0	—	—

640. An amount of $1,000 is proposed to provide for the acquisition of office supplies for two continuing general temporary assistance positions.

	Cost estimates	*Variance*	
Communications	$2.8	—	—

641. An amount of $2,800 is proposed to provide for recurring requirements for commercial communications services, at the standard rate derived from past expenditure patterns, for two continuing general temporary assistance positions.

	Cost estimates	*Variance*	
Information technology	$7.4	$4.3	138.7%

642. An amount of $7,400 is proposed to provide for standard resources for the maintenance and repair of information technology equipment based on the standard service-level agreements established by the Office of Information and Communications Technology ($3,000) and standard replacement of equipment ($4,400) for two continuing general temporary assistance positions.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$48.0	$23.6	96.7%

643. An amount of $48,000 would provide for the purchase of printing and publishing materials for the Office's publications and new posters in support of peacekeeping operations ($36,000) and the cost for website maintenance ($12,000). The variance is attributable to increased expected requirements for printing and shipping posters to peacekeeping missions and the requirement to maintain the website in the six official languages of the United Nations.

H. Office of Legal Affairs

(a) Results-based-budgeting framework

644. The mandate of the Office of Legal Affairs was established by the General Assembly in its resolution 13 (I) as the central legal service for the Secretary-General, the Secretariat and United Nations organs. The organization and functions of the Office of Legal Affairs have been set out most recently in Secretary-General's bulletin ST/SGB/2008/13.

645. The Office of Legal Affairs provides centralized legal support and assistance in order to protect the legal interests and minimize the legal liabilities of the United Nations. Legal support and assistance is provided in response to requests made by principal and subsidiary organs of the United Nations, by offices and departments at Headquarters, including DPKO and DFS, as well as by offices away from Headquarters, by the separately administered funds and programmes of the United Nations, and by United Nations peacekeeping, political and humanitarian missions and operations.

646. Legal support and assistance provided by the Office of Legal Affairs in support of the Organization focuses on questions relating to international peace and security, the use of force, sanctions, investigations, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and third-party liability. It also concerns questions related to public international law, including legal disputes, human rights, humanitarian law and international criminal law, including formulation of statements of a legal nature for the Secretary-General. The Office of Legal Affairs also provides legal assistance and advice on the myriad support functions relating to the Organization's peacekeeping activities and operations, including: arrangements with Governments, procurement activities and contracting for logistical requirements, resolution of disputes and claims, implementation and enhancement of the Organization's accountability measures, interpretation and application of the financial and staff regulations and rules of the United Nations for proper administration, and reforms thereof, and defence of the Secretary-General and of the Organization's interests in the system for the administration of justice.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus claims made against the Organization (2010/11: actual liability for claims arising out of peacekeeping operations was less than 11 per cent of the amounts claimed; 2011/12: less than 40 per cent of amounts claimed; 2012/13: less than 40 per cent of amounts claimed)
	3.2 Absence of instances arising out of peacekeeping operations in which, unless waived, status and privileges and immunities of the Organization are not maintained (2010/11: no instances; 2011/12: no instances; 2012/13: no instances)

Outputs

Provision of legal support and assistance in the form of legal opinions, advice, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis, regarding:

- 70 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules
- 200 institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements as well as general questions of public international law, rules of engagement and measures to counter piracy), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements
- 95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international character in connection with their activities arising from or relating to peacekeeping operations, as well as support for the establishment of truth and other commissions and boards of inquiry in the context of peacekeeping operations
- 25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law
- 495 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements
- 25 instances of advice on claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or officials
- 15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations
- 5 arbitration or litigation instances or advisory services relating thereto including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies
- 50 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies
- 20 conduct and discipline matters relating to peacekeeping personnel, including allegations of criminal conduct
- 175 instances of advice on personnel matters, including interpretation and application of the staff regulations and rules, issues of the rights and obligations of staff members, benefits and allowances
- 20 cases representing the Secretary-General before the United Nations Appeals Tribunal
- 240 instances of advice on matters and cases under the system for the administration of justice
- 50 legal aspects of security, including the promulgation and application of the Security Handbook

External factors

Member States will be supportive of peacekeeping operations through their legal systems; United Nations units involved in peacekeeping operations will seek legal advice in a timely manner, will provide sufficient information for a full legal analysis and will be guided by the advice rendered

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	—	—	—	—	**—**	—
D-1	—	—	—	—	**—**	—
P-5	5	—	—	—	**5**	—
P-4	6	—	—	—	**6**	—
P-3	1	—	—	—	**1**	—
P-2/P-1	1	—	—	—	**1**	—
Subtotal	**13**	**—**	**—**	**—**	**13**	**—**
General Service and other						
Principal level	—	—	—	—	**—**	—
Other level	2	—	—	—	**2**	—
Subtotal	**2**	**—**	**—**	**—**	**2**	**—**
Total	**15**	**—**	**—**	**—**	**15**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2010/11)	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)–(2)*	*(5)=(4)÷(2)*
I. Post resources	2 607.3	2 641.5	2 623.2	(18.3)	(0.7)
II. Non-post resources					
General temporary assistance	166.3	600.9	456.1	(144.8)	(24.1)
Consultants	131.7	75.0	75.0	—	—
Official travel	35.3	33.1	34.0	0.9	2.7
Facilities and infrastructure	7.5	9.0	9.0	—	—
Communications	17.6	35.9	42.4	6.5	18.1
Information technology	91.1	85.3	115.7	30.4	35.6
Other supplies, services and equipment	3.5	3.5	5.3	1.8	51.4
Subtotal II	**453.0**	**842.7**	**737.5**	**(105.2)**	**(12.5)**
Total	**3 060.3**	**3 484.2**	**3 360.7**	**(123.5)**	**(3.5)**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$2 623.2	($18.3)	(0.7%)

647. An amount of $2,623,200 is proposed to cover salaries, common staff costs and staff assessment for the 15 continuing posts in respect of which a delayed recruitment factor of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) was applied. The variance is attributable to lower standard salary costs in the Professional category and to the impact of the vacancy rate of 15.9 per cent applied to the computation of requirements for the continuing Professional category posts in 2012/13, based on average actual incumbency levels, compared with the rate approved in 2011/12 of 15.0 per cent (Professional category); offset in part by the budgeted vacancy rates for 2012/13 applied to the computation of requirements for the continuing General Service category posts of 7.9 per cent, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service category).

	Cost estimates	Variance	
General temporary assistance	$456.1	($144.8)	(24.1%)

648. An amount of $456,100 is proposed to cover the continuation of three general temporary assistance positions as described below.

General Legal Division

Legal Officers (2 P-4 and 1 P-3 positions, continuation)

649. The current staffing establishment of the General Legal Division comprises 10 continuing posts (4 P-5, 4 P-4, 1 P-3, 1 GS (OL)) and three general temporary assistance positions funded from the support account.

650. The General Legal Division provides a wide range of legal services and support for the Organization's peacekeeping operations: legal assistance concerning logistics support arrangements for peacekeeping operations, including commercial procurement activities, as well as arrangements with Governments of Member States and other peacekeeping partners (the African Union and the European Union). In conjunction with the Office of the Legal Counsel, the Division assists in maintaining the privileges and immunities of the Organization with respect to the Organization's tax and import and export exemptions and in connection with the immunities applicable to the Organization's assets and personnel involved in United Nations peacekeeping operations; provides assistance regarding the interpretation and application of the Organization's administrative law in peacekeeping operations and the interpretation and application of the Staff Regulations and Rules, the Financial Regulations and Rules and relevant policies and practices, including those relating to banking, asset custody and treasury operations; affords legal support for the resolution of complex claims, arbitrations and other litigation arising in peacekeeping operations, including commercial claims by contractors and claims by third parties for property damage or loss and personal injury or death. In conjunction with the Office of the Legal Counsel, the Division offers ongoing support for improvements in and application of security arrangements, including in respect of facilities management and logistical operations and activities for

improving facilities and controls in United Nations premises in peacekeeping missions; provides ongoing assistance for the institutional and management arrangements relating to peacekeeping operations, including with respect to ongoing reforms; and advises and assists in enhancing the Organization's accountability measures, including, inter alia, through procedural advice and substantive action in relation to both internal sanctions and external enforcement action against United Nations officials and third parties who may be responsible for fraud, corruption and other misconduct or crimes, and through referrals of internal cases of such conduct to national investigative authorities and the provision of assistance to investigations and prosecutions by means of evidence production, as well as by ensuring that the Organization's legal and restitutory interests as a victim are protected.

651. For the purpose of providing such critical legal backstopping to the Organization's peacekeeping operations, the resources of the 10 posts allocated to the Division from the support account have not kept pace with the demands for legal support and services, which have consistently exceeded more than 42 per cent of the Division's workload. Even without considering the additional workload resulting from the established system for the administration of justice, the Division's existing workload in support of peacekeeping accounts for the equivalent of some 12 attorney work-years, or Professional level posts. Moreover, in addition to the increasing volume of requests for legal services being made in support of peacekeeping operations, the types of requests for such support have also become far more time-consuming given the increasingly complex nature of peacekeeping operations. Examples of such complex logistical support transactions include the turn-key commercial contracts for the provision and distribution of fuel and food/rations in support of various missions, including UNMISS, UNIFIL, MINUSTAH and MONUSCO, and the multi-purpose logistics support arrangements with Member State Governments, with the African Union and with the European Union in support of UNAMID, MINURCAT and UNSOA. Such logistical arrangements involve hundreds of millions of United States dollars in contractual liability, as well as the potential for substantial liability from claims arising from such activities. Overall, commercial procurement has expanded many times and now exceeds $4.5 billion annually, relating principally to the Organization's peacekeeping activities. Moreover, even as peacekeeping operations and the number of missions begin to be downsized, the demand for legal services increases, principally as a result of claims from former contractors and former mission staff members. The Office is already facing substantial claims from the closing of missions.

652. In addition to the historic demand for legal services in support of the Organization's peacekeeping operations, the advent of the new system for the administration of justice has added unprecedented levels of workload, including with respect to cases arising from the Organization's peacekeeping operations.

653. Accordingly, it is proposed that three general temporary assistance positions of Legal Officer (2 P-4, 1 P-3) be continued to meet the demands for legal assistance and support in respect of matters in the system for the administration of justice arising from peacekeeping operations and to meet the demands for legal services arising from investigations into fraud, corruption, and sexual exploitation and abuse relating to peacekeeping missions.

654. The variance is attributable to the impact of the vacancy rate of 25.4 per cent applied to the computation of requirements for the continuing Professional category general temporary assistance positions in 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 7.0 per cent

(Professional category), and a provision made for 2011/12 for general temporary assistance for six months to cover leave replacement, which is no longer required.

	Cost estimates	Variance	
Consultants	$75.0	—	—

655. The consultancy requirements are as follows.

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Outside legal counsel	3	75 000	Provision of legal support and assistance in the form of legal opinions, advice, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis
Total		**75 000**	

656. An amount of $75,000 is proposed for the engagement of outside legal counsel for three months for advice and assistance in peacekeeping-related legal matters requiring special expertise that is otherwise not available in the Office of Legal Affairs, such as interpretation of national law and representation before national courts or administrative bodies.

	Cost estimates	Variance	
Official travel	$34.0	$0.9	2.7%

657. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	34 000	Provision of legal support and assistance in the form of legal opinions, advice, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis
Total	**34 000**	

658. An amount of $34,000 is proposed for travel to undertake mission planning/ assessment/consultation activities to provide centrally coordinated legal support and assistance to peacekeeping missions.

	Cost estimates	Variance	
Facilities and infrastructure	$9.0	—	—

659. An amount of $9,000 is proposed to provide for office supplies for the incumbents of the 15 continuing posts and 3 continuing general temporary assistance positions.

	Cost estimates	Variance	
Communications	$42.4	$6.5	18.1%

660. An amount of $42,400 is proposed to provide for recurring requirements for commercial communications services, at the standard rate derived from past expenditure patterns, as well as requirements for 10 mobile office licences, replacement of smart telephones and licence fees.

	Cost estimates	Variance	
Information technology	$115.7	$30.4	35.6%

661. An amount of $115,700 is proposed to provide for standard resources for the maintenance and repair of information technology equipment based on the standard service-level agreements established by the Office of Information and Communications Technology ($27,000), the support account share of the central information technology infrastructure costs ($20,500) (information storage and backup, application hosting, departmental servers and other services) derived from past expenditure patterns, and standard replacement of equipment ($21,900), for 15 continuing posts and 3 continuing general temporary assistance positions. The amount would also provide for an annual licence subscription to Westlaw ($22,100) and the renewal of licensing agreements for the case management system ($24,200), which facilitates registering, management and tracking of legal cases. The variance is attributable mainly to the fact that the licence costs are proposed on the basis of past expenditure patterns, which indicated an increased usage requirement.

	Cost estimates	Variance	
Other supplies, services and equipment	$5.3	$1.8	51.4%

662. An amount of $5,300 is proposed to provide for training fees to participate in the online training course entitled "virtual legal educational programme" ($3,500) and additional printing supplies ($1,800).

I. Department of Public Information

(a) Results-based-budgeting framework

663. The mandate of the Department of Public Information was established by the General Assembly in its resolution 13 (1). The organization and functions of the Department are set out in ST/SGB/1999/10.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 60 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets (2010/11: 70 per cent; 2011/12: 50 per cent; 2012/13: 60 per cent)

Outputs

- 25 stories per month on topics related to peacekeeping produced and distributed by satellite through the Associated Press Television News global video wire, which reaches more than 1,000 broadcast points (over 560 broadcasters) globally, and through Reuters and Eurovision
- Reformatting and uploading of 25 peacekeeping-related stories per month to the Department's UNifeed website in broadcast quality for download by broadcasters
- Production of 5 feature stories a year on peacekeeping topics for the UN in Action series and distribution to broadcasters worldwide
- Production of two in-depth reports on peacekeeping topics for the Department's monthly magazine programmes 21st Century/UN in Action
- Production of video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 90 per cent of surveyed peacekeeping operations indicate overall satisfaction with the quality of public information support (2010/11: 100 per cent; 2011/12: 90 per cent; 2012/13: 90 per cent)

Outputs

- Provision of strategic guidance, advice and support to 13 peacekeeping operations in formulating and implementing public information strategies; field visits to three peacekeeping operations to provide communications guidance and support in situ (UNAMID, UNMISS and UNOCI)
- Evaluation, in conjunction with the Departments of Peacekeeping Operations and Field Support, of potential candidates for the roster of public information specialists qualified for deployment in United Nations peacekeeping operations
- Organization and facilitation of a one-week specialized training course, in cooperation with the Departments of Peacekeeping Operations and Field Support, for 30 mission and Headquarters public information personnel involved in peacekeeping matters
- Update and maintenance of approximately 500 Department maintained web pages on the Headquarters-hosted peacekeeping website in English, including substantive revisions, as required, of approximately 150 Headquarters-hosted web pages for 12 peacekeeping operations (MINURSO, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNISFA, UNOCI, UNMIL, UNMISS and UNMIT)
- Coordination of the maintenance of the six language versions of the peacekeeping site
- Serving, in conjunction with DFS, as mission focal point for the UNLB-hosted Content Management System introduced for local field mission websites to ensure a system with consistent branding and content and requiring minimum maintenance cost for the mission
- Update of policy and guidance manual for public information in United Nations peacekeeping operations
- Outreach to at least 50 troop- and police-contributing countries on mission activities by means of press releases, photos, posters and feature articles sent to major media outlets, government agencies and permanent missions of troop- and police-contributing countries, and through United Nations information centres/services network on issues relevant to individual countries' participation in specific peacekeeping operations

External factors	Peacekeeping operations, external partners and stakeholders will continue to work together with the Department on public information issues

(b) Human resources requirements

Category	*Approved support account posts 2011/12*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	***Total proposed 2012/13***	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	**—**	—
Assistant Secretary-General	—	—	—	—	**—**	—
D-2	—	—	—	—	**—**	—
D-1	—	—	—	—	**—**	—
P-5	—	—	—	—	**—**	—
P-4	2	—	—	—	**2**	—
P-3	—	—	—	—	**—**	—
P-2/P-1	1	—	—	—	**1**	—
Subtotal	**3**	**—**	**—**	**—**	**3**	**—**
General Service and other						
Principal level	—	—	—	—	**—**	—
Other level	1	—	—	—	**1**	—
Subtotal	**1**	**—**	**—**	**—**	**1**	**—**
Total	**4**	**—**	**—**	**—**	**4**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2010/11)*	*Apportionment (2011/12)*	*Cost estimates (2012/13)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	643.5	575.0	576.5	1.5	0.3
II. Non-post resources					
Consultants	34.1	50.0	16.6	(33.4)	(66.8)
Official travel	66.2	68.6	64.7	(3.9)	(5.7)
Facilities and infrastructure	2.0	2.0	2.0	—	—
Communications	5.6	6.3	6.3	—	—
Information technology	13.7	8.8	39.4	30.6	347.7
Other supplies, services and equipment	1.9	5.8	4.1	(1.7)	(29.3)
Subtotal II	**123.5**	**141.5**	**133.1**	**(8.4)**	**(5.9)**
Total	**767.0**	**716.5**	**709.6**	**(6.9)**	**(1.0)**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$576.5	$1.5	0.3%

664. An amount of $576,500 is proposed to cover salaries, common staff costs and staff assessment for the four continuing posts in respect of which delayed recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (General Service category) were applied.

	Cost estimates	Variance	
Consultants	$16.6	($33.4)	(66.8%)

665. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Training	Less than 1	16 600	Organization and facilitation of a one-week specialized training course, in cooperation with the Departments of Peacekeeping Operations and Field Support, for 30 mission and Headquarters public information personnel involved in peacekeeping matters
Total		**16 600**	

666. An amount of $16,600 is proposed for the engagement of a consultant with technical expertise to conduct a one-week specialized training course for approximately 30 public information personnel from peacekeeping operations and Headquarters, including course fees. A communications expert with practical knowledge of the most modern communications techniques and technology appropriate for field conditions is required to facilitate this workshop.

667. The variance is attributable to the fact that the consultancy related to the web content management system, for which provision was included in the 2011/12 budget, will be completed in the current financial period.

	Cost estimates	Variance	
Official travel	$64.7	($3.9)	(5.7%)

668. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	26 400	Field visits to three peacekeeping operations to provide communications guidance and support in situ (UNMISS,UNAMID and UNOCI)
Training	38 300	Organization and facilitation of a one-week specialized training course, in cooperation with the Departments of Peacekeeping Operations and Field Support, for 30 mission and Headquarters public information personnel involved in peacekeeping matters
Total	**64 700**	

669. An amount of $26,400 is proposed for travel to undertake the following mission planning/assessment/consultation activities: work directly with mission personnel in the development and improvement of communications strategies; and enhance effective implementation of the public information plan of action.

670. An amount of $38,300 is proposed for travel to undertake the following training activities: conduct and facilitate a one-week specialized training course with the primary objective of providing participants with skills required to establish an effective public information capacity in peacekeeping missions. The course covers a variety of complex, specialized issues in the areas of media relations, policy coordination with organizations, strategic, operational and logistical planning, as well as the most recent technical developments in the field of "new media" and broadcast and information technology.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.0	—	—

671. An amount of $2,000 is proposed to provide for the acquisition of office supplies for four continuing posts.

	Cost estimates	*Variance*	
Communications	$6.3	—	—

672. An amount of $6,300 is proposed to provide for recurring requirements for commercial communications services, at the standard rate derived from past expenditure patterns, for four continuing posts and requirements for one mobile office licence.

	Cost estimates	*Variance*	
Information technology	$39.4	$30.6	347.7%

673. An amount of $16,900 is proposed to provide for: standard resources for the maintenance and repair of information technology equipment based on the standard service-level agreements established by the Office of Information and Communications Technology ($6,000); the support account share of the central information technology infrastructure costs ($5,400) (information storage and

backup, application hosting, departmental servers and other services) derived from past expenditure patterns; and the acquisition of standard information technology equipment, including the acquisition of new and replacement desktop computers, laptop computers and network printers ($5,500). Standard information technology is budgeted in accordance with the rates contained in the most recent estimating guide issued by the Office of Information and Communications Technology. The amount also includes specialized resources for software licences and fees for bandwidth and multimedia portal storage ($22,500).

674. The variance is attributable to additional requirements for bandwidth and multimedia portal storage.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$4.1	($1.7)	(29.3%)

675. An amount of $4,100 is proposed to cover the cost of training materials related to the organization of the training course and special colour cartridges used for producing print material (fliers, posters and large photographs) in support of peacekeeping operations. The variance is attributable to reduced colour printing requirements.

J. Department of Safety and Security

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Implementation of 85 per cent of the Department's recommendations on security standards, policy, guidance, directives, plans, procedures and security management reviews by field operations (2010/11: 34 per cent; 2011/12: 80 per cent; 2012/13: 85 per cent)
	3.2 100 per cent of personnel on security management teams in field operations are trained (2010/11: not applicable; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- 32 review reports on security management for field operations and logistics and communications facilities; review of 34 mission security assessments prepared by peacekeeping operations, UNSOA and UNLB, including the United Nations Support Base at Valencia
- Provision of training on security management, policy and emerging issues/threats; training of security management teams (110 personnel); annual workshop at UNLB for peacekeeping operations and UNSOA (20 senior security personnel)
- Compilation of 261 daily security inputs to the daily security report for peacekeeping and security focal points in the field and 4 quarterly security status reports on all peacekeeping missions and UNSOA
- Daily substantive security briefings and guidance on threat and mandate implementation to senior field personnel

- 6 strategic threat assessments or strategic security threat information liaison visits to 6 peacekeeping operations
- Development, coordination and monitoring of technical standard operating procedures relevant to the acquisition, collation and analysis of security information in support of joint mission analysis centres, security information operations centres and security information coordination units in peacekeeping missions
- Development of 8 training modules and 27 lessons on the analysis of security threat information for joint mission analysis centres, security information operations centres and security information coordination units and development of best practices for all field missions
- Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts from field operations
- Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on use of force; use of lethal and less lethal tactical measures; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; basic security training; first aid/cardio pulmonary resuscitation and automated external defibrillator training, and supervisor leadership training (6 peacekeeping missions, approximately 500 officers and guards); and perimeter security training, including physical security; access control; screening procedures; and surveillance detection (6 peacekeeping missions, approximately 400 officers and guards)
- Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions
- 8 evaluation reports on and assistance provided for security training units, facilities and equipment in 8 peacekeeping missions to ensure quality and consistency of instructors, and of the management and delivery of security training modules
- Rapid deployment of stress counsellors for the provision of emergency critical incident stress management in peacekeeping missions and provision of needs assessment of and technical services on psychosocial well-being in 5 peacekeeping missions
- Training and certification on critical incident stress prevention and management for 15 counsellors in peacekeeping operations; 3 peer helper workshops for 30 staff in 3 peacekeeping missions; and stress management sessions for 150 staff in 8 peacekeeping missions
- Provision of technical guidance to 10 senior counsellors from peacekeeping missions
- Provision of support to the management of psychosocial aspects of crises, as well as coordination of the provision of counselling services and subsequent review and assessment of affected staff and the provision of recommendations on case management

External factors

United Nations peacekeeping partners and local institutions will cooperate on security matters

(b) Human resources requirements

Category	Approved support account posts 2011/12	Redeployment, reassignment, reclassification, abolishment	General temporary assistance conversions	Additional new posts requested	**Total proposed 2012/13**	Change
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	—	—	—	—	—	—
P-5	1	—	—	—	**1**	—
P-4	6	—	—	—	**6**	—
P-3	5	—	—	—	**5**	—
P-2/P-1	1	—	—	—	**1**	—
Subtotal	**13**	**—**	**—**	**—**	**13**	**—**
General Service and other						
Principal level	—	—	—	—	—	—
Other level	2	—	—	—	**2**	—
Security Service	3	—	—	—	**3**	—
Subtotal	**5**	**—**	**—**	**—**	**5**	**—**
Total	**18**	**—**	**—**	**—**	**18**	**—**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	2 617.6	2 636.1	2 649.0	12.9	0.5
II. Non-post resources					
Official travel	783.9	1 045.8	975.7	(70.1)	(6.7)
Facilities and infrastructure	5.2	9.0	9.0	—	—
Communications	2.5	25.2	25.2	—	—
Information technology	16.0	65.1	55.8	(9.3)	(14.3)
Other supplies, services and equipment	11.9	20.5	8.8	(11.7)	(57.1)
Subtotal II	**819.5**	**1 165.6**	**1 074.5**	**(91.1)**	**(7.8)**
Total	**3 437.1**	**3 801.7**	**3 723.5**	**(78.2)**	**(2.1)**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$2 649.0	$12.9	0.5%

676. The provision of $2,649,000 would cover salaries, common staff costs and staff assessment for the 18 continuing posts in respect of which delayed recruitment factors of 15.9 per cent (Professional category) and 7.9 per cent (General Service/Security Service category) were applied. The variance is attributable to higher standard salary costs in the General Service/Security Service category and the impact of the vacancy rate of 7.9 per cent applied to the computation of requirements for the continuing General Service/Security Service category posts in 2012/13, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 14.0 per cent (General Service/Security Service category); offset in part by the budgeted vacancy rates for 2012/13 applied to the computation of requirements for the continuing Professional category posts of 15.9 per cent, based on average actual incumbency levels, compared with the rate approved for 2011/12 of 15.0 per cent (Professional category).

	Cost estimates	Variance	
Official travel	$975.7	($70.1)	(6.7%)

677. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	491 600	32 review reports on security management for field operations and logistics and communications facilities; review of 34 mission security assessments prepared by field operations and UNLB, including the Support Base at Valencia 6 strategic threat assessments or strategic security threat information liaison visits to 6 peacekeeping operations 8 evaluation reports on and assistance provided for security training units, facilities and equipment in 8 peacekeeping missions to ensure quality and consistency of instructors, and of the management and delivery of security training modules Training and certification on critical incident stress prevention and management for 15 counsellors in peacekeeping operations; 3 peer helper workshops for 30 staff in 3 peacekeeping missions; and stress management sessions for 150 staff in 8 peacekeeping missions
Technical support	38 100	Rapid deployment of stress counsellors for the provision of emergency critical incident stress management in peacekeeping missions and provision of needs assessment of and technical services on psychosocial well-being in 5 peacekeeping missions
Seminars/conferences/workshops	25 600	8 evaluation reports on and assistance provided for security training units, facilities and equipment in 8 peacekeeping missions to ensure quality and consistency of instructors, and of the management and delivery of security training modules

Type of travel	*Amount*	*Output reference*
Training	420 400	Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts from peacekeeping missions Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on use of force; use of lethal and less lethal tactical measures; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; basic security training; first aid/cardio pulmonary resuscitation and automated external defibrillator training; and supervisor leadership training (6 peacekeeping missions, approximately 500 officers and guards); and perimeter security training, including physical security; access control; screening procedures; and surveillance detection (6 peacekeeping missions, approximately 400 officers and guards) Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions Training and certification on critical incident stress prevention and management for 15 counsellors in peacekeeping operations; 3 peer helper workshops for 30 staff in 3 peacekeeping missions; and stress management sessions for 150 staff in 8 peacekeeping missions
Total	**975 700**	

678. An amount of $491,600 is proposed for travel to undertake the following mission planning/assessment/consultation activities: (a) conduct security assistance visits and technical assessment missions in peacekeeping operations, including UNLB, the United Nations Support Base at Valencia and the Regional Service Centre at Entebbe ($262,000). The amount proposed would also allow for senior staff to deliver training, on the same trips, for security management teams at UNLB; (b) on-site assessment, verification and assistance in the delivery of training ($116,300); (c) travel to peacekeeping missions by senior security officers to conduct strategic/operational security assessments ($56,700); (d) provision of needs assessment of, and support services on, psychosocial well-being of mission personnel in peacekeeping operations ($56,600), including psychosocial mitigating measures, team-building, stress management, burnout, coping with change, conflict management and coping with loss and death.

679. An amount of $38,100 is proposed for travel to provide technical support in connection with the rapid deployment of stress counsellors for the provision of emergency critical incident stress management and needs assessment in five peacekeeping operations.

680. An amount of $25,600 is proposed for travel by firearms training instructors of the Security and Safety Service to attend a workshop in UNIFIL to assess and test updated instruction programmes, firearms training and policy developments.

681. An amount of $420,400 is proposed for travel in connection with the following training provided to security officers: Peacekeeping Operations Support Section-directed peacekeeping mission security training workshop for senior field security officers at UNLB ($25,200); Threat and Risk Unit-directed security information management training courses at UNLB ($46,500); training on safety and security

policies and procedures for personnel, security officers, security guards and training of field instructors, including instructor certification and recertification, and field security officers on specialized training modules such as, but not limited to, firearms training and certifications, skill enhancement training, defensive tactics and security awareness ($283,900); participation by Headquarters Security and Safety Service training instructors in instructor skills development training for certification or recertification in safety and security subject areas ($14,700); and training-of-trainer workshops on critical incident stress intervention, including skills and knowledge development, with a view to building cells in the field to improve emergency response and psychosocial services in field operations and provide a standardized approach ($50,100).

682. The variance is attributable to reduced requirements for travel by instructors from peacekeeping missions for recertification, given that some certifications remained valid for the period. In addition, training-of-trainers courses are expected to be conducted by local training officers.

	Cost estimates	*Variance*	
Facilities and infrastructure	$9.0	—	—

683. An amount of $9,000 is proposed to provide for the acquisition of office supplies for 18 continuing posts.

	Cost estimates	*Variance*	
Communications	$25.2	—	—

684. The estimate of $25,200 is proposed to provide for recurring requirements for commercial communications services, at the standard rate derived from past expenditure patterns, for 18 continuing posts.

	Cost estimates	*Variance*	
Information technology	$55.8	($9.3)	(14.3%)

685. The estimate of $55,800 is proposed to provide for standard resources for the maintenance and repair of information technology equipment based on the standard service-level agreements established by the Office of Information and Communications Technology ($27,000), the support account share of the central information technology infrastructure costs ($21,400) (information storage and backup, application hosting, departmental servers and other services) derived from the past expenditure patterns, and standard replacement of equipment ($7,400) for 18 continuing posts.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$8.8	($11.7)	(57.1%)

686. An amount of $8,800 is proposed to provide for the cost of training materials and supplies related to the basic safety and security training and training-of-trainer workshops for field security officers and fees for Headquarters Security and Safety

Service training instructors to participate in instructor skills development training for certification or recertification in specialized safety and security subject areas.

687. The variance is attributable to reduced training requirements from peacekeeping missions resulting in a corresponding reduction in requirements for training fees, supplies and equipment.

K. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

(a) Results-based-budgeting framework

688. The mandate of the secretariat of the Advisory Committee on Administrative and Budgetary Questions was established by the General Assembly in its resolution 14 (I) and 32/103 and rules 155 to 157 of the rules of procedures of the General Assembly.

689. The Advisory Committee is responsible for examining and reporting on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly. The activities of the secretariat of the Advisory Committee include the provision of advice and technical support to the Committee on issues of policy and/or procedure and the drafting of the conclusions and recommendations in the Committee's reports. Its activities also include the examination and analysis of the proposals contained in the reports of Secretary-General and all relevant supplementary and background documentation; definition of issues; and the formulation of administrative and financial regulations and rules for consideration by the Committee.

690. Additional activities include the scheduling of the sessions on peacekeeping operations and the departments and offices of the Secretariat funded from the support account, the Board of Auditors, the Independent Audit Advisory Committee, and other relevant entities, including the coordination of the appearance of senior officials from those entities and others, as required. The secretariat carries out its activities in close cooperation with departments and offices of the Secretariat, in particular the Department of Management. This collaboration and cooperation includes the examination, substantive analysis and clarification required in the preparation of the reports and the sharing of information and experience.

691. Priorities are determined by the recommendations of the General Assembly and the decisions of the Security Council, as guided by the Office of Programme, Planning, Budget and Accounts and the Fifth Committee. The primary challenge faced by the secretariat of the Advisory Committee is the short time frame allotted to produce reports reflecting the Committee's expert opinions on the proposed budgets and administrative issues submitted by the Office of Programme, Planning, Budget and Accounts, as well as other departments and offices of the Secretariat.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of the reports of the Advisory Committee are submitted within the deadline (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)
	1.2 100 per cent of the reports of the Advisory Committee are free of error (2010/11: 100 per cent; 2011/12: 100 per cent; 2012/13: 100 per cent)

Outputs

- Substantive servicing of meetings: provision of substantive and technical advice and support to approximately 112 meetings of the Advisory Committee
- Parliamentary documentation: production of approximately 20 reports
- Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	—	—	—	—	—
II. Non-post resources					
General temporary assistance	151.7	202.9	161.8	(41.1)	(20.3)
Facilities and infrastructure	—	0.5	0.5	—	—
Communications	1.5	1.4	1.4	—	—
Information technology	3.6	1.6	1.5	(0.1)	(6.3)
Subtotal II	**156.8**	**206.4**	**165.2**	**(41.2)**	**(20.0)**
Total	**156.8**	**206.4**	**165.2**	**(41.2)**	**(20.0)**

(c) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
General temporary assistance	$161.8	($41.1)	(20.3%)

692. The proposed requirements in the amount of $161,800 would cover the continuation of one general temporary assistance position, as described below.

Administrative Officer (1 P-4 position, continuing)

693. The current staffing establishment of the secretariat of the Advisory Committee on Administrative and Budgetary Questions comprises no continuing

posts funded from the support account and one general temporary assistance position, the incumbent of which supports the peacekeeping-related work undertaken by the secretariat.

694. It is proposed that one general temporary assistance position of Administrative Officer (P-4) be continued, as the workload of the secretariat of the Advisory Committee in regard to peacekeeping activities is increasing. Workload statistics indicate an increase in the number of reports received for review by the Committee during the past decade, from 263 during the biennium 1998-1999 to 391 during the biennium 2010-2011, representing an overall increase of 49 per cent. Reports relating to peacekeeping operations represent approximately 30 per cent of the workload. For the 2012/13 budget period, it is estimated that approximately 40 peacekeeping-related reports will be submitted to the Committee for review, representing an approximate increase of 5 per cent in the number of such reports submitted in 2011.

695. The Administrative Officer would be primarily responsible for the following: the examination and analysis of the administrative and budgetary implications of the reports submitted to ensure compliance with legislative mandates and adequacy of justification; the identification of issues of administrative and financial policy for consideration by the Committee, including the analysis and identification of issues contained in previous General Assembly resolutions, reports of the Committee and other existing documentation; extensive research and the provision of technical advice and support to the Committee on issues of policy or procedure; drafting of the Committee's reports, setting forth its conclusions and recommendations; and provision of advice on and clarification of the substance of the Committee's reports.

	Cost estimates	*Variance*	
Facilities and infrastructure	$0.5	—	—

696. An amount of $500 is proposed to provide for the acquisition of office supplies.

	Cost estimates	*Variance*	
Communications	$1.4	—	—

697. An amount of $1,400 is proposed to provide for requirements for commercial communications services at the standard rate derived from past expenditure patterns.

	Cost estimates	*Variance*	
Information technology	$1.5	($0.1)	(6.3%)

698. An amount of $1,500 is proposed to provide for standard resources for the maintenance and repair of information technology equipment based on the standard service-level agreements established by the Office of Information and Communications Technology.

IV. Action to be taken by the General Assembly

699. **The actions to be taken by the General Assembly are as follows:**

(a) **To approve the support account requirements in the amount of $283,119,100 for the 12-month period from 1 July 2012 to 30 June 2013;**

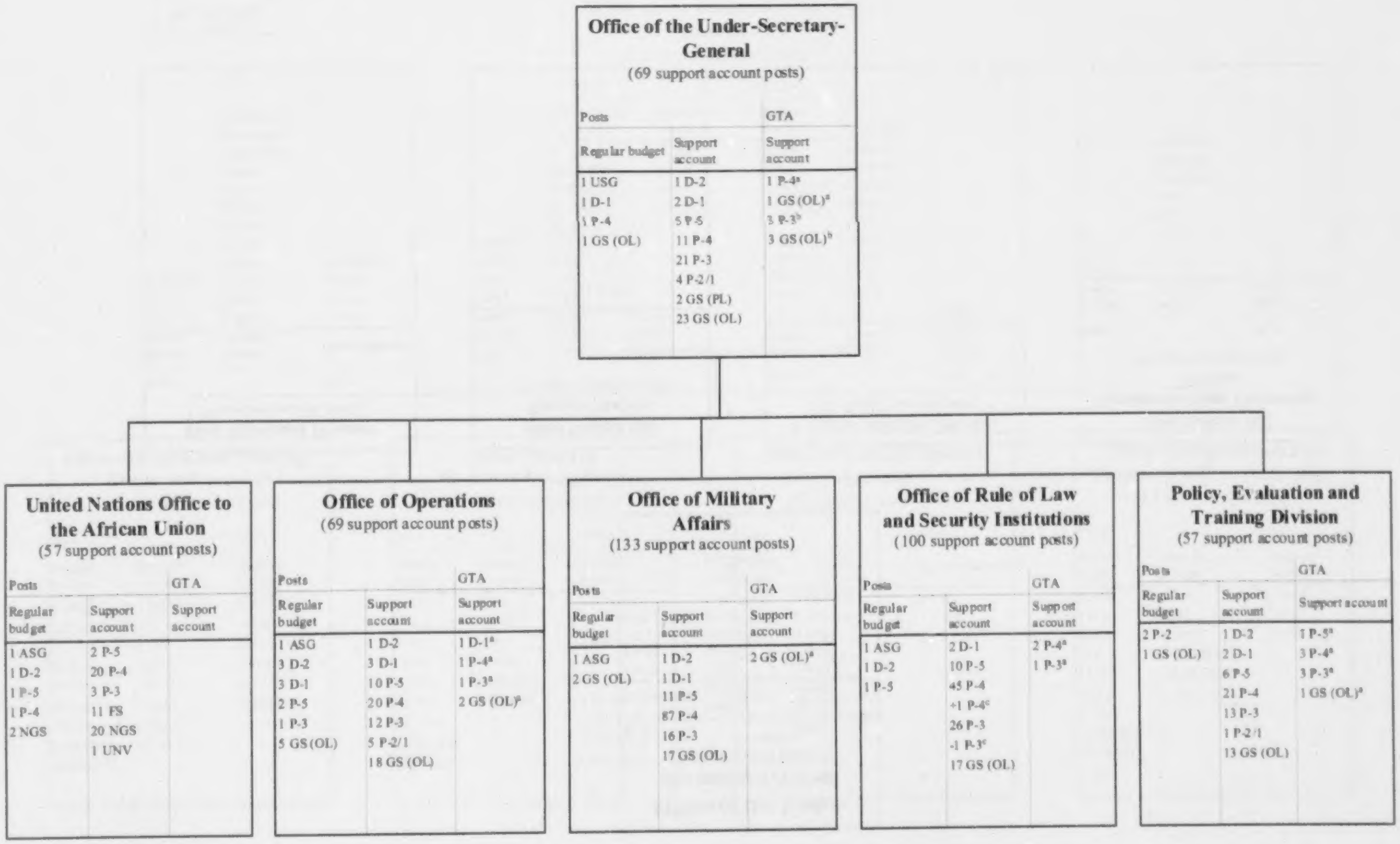
(b) **To apply the total amount of other income amounting to $6,098,000, comprising interest income ($1,026,000), other miscellaneous income ($615,000) and cancellations of prior-period obligations ($4,457,000), in respect of the period from 1 July 2010 to 30 June 2011 to the support account requirements for the period from 1 July 2012 to 30 June 2013;**

(c) **To apply the excess of the authorized level of the Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2011 in the amount of $2,477,000 to the support account requirements for the period from 1 July 2012 to 30 June 2013;**

(d) **To prorate the balance of $274,544,100 among the budgets of the active peacekeeping operations for the financial period from 1 July 2012 to 30 June 2013.**

Annex I

Proposed staffing of the Department of Peacekeeping Operations for the period from 1 July 2012 to 30 June 2013



Office of the Under-Secretary-General
(69 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	1 D-2	1 P-4[a]
1 D-1	2 D-1	1 GS (OL)[a]
1 P-4	5 P-5	3 P-3[b]
1 GS (OL)	11 P-4	3 GS (OL)[b]
	21 P-3	
	4 P-2/1	
	2 GS (PL)	
	23 GS (OL)	

United Nations Office to the African Union
(57 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	2 P-5	
1 D-2	20 P-4	
1 P-5	3 P-3	
1 P-4	11 FS	
2 NGS	20 NGS	
	1 UNV	

Office of Operations
(69 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	1 D-1[a]
3 D-2	3 D-1	1 P-4[a]
3 D-1	10 P-5	1 P-3[a]
2 P-5	20 P-4	2 GS (OL)[a]
1 P-3	12 P-3	
5 GS (OL)	5 P-2/1	
	18 GS (OL)	

Office of Military Affairs
(133 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	2 GS (OL)[a]
2 GS (OL)	1 D-1	
	11 P-5	
	87 P-4	
	16 P-3	
	17 GS (OL)	

Office of Rule of Law and Security Institutions
(100 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	2 D-1	2 P-4[a]
1 D-2	10 P-5	1 P-3[a]
1 P-5	45 P-4	
	+1 P-4[c]	
	26 P-3	
	-1 P-3[c]	
	17 GS (OL)	

Policy, Evaluation and Training Division
(57 support account posts)

Posts		GTA
Regular budget	Support account	Support account
2 P-2	1 D-2	1 P-5[a]
1 GS (OL)	2 D-1	3 P-4[a]
	6 P-5	3 P-3[a]
	21 P-4	1 GS (OL)[a]
	13 P-3	
	1 P-2/1	
	13 GS (OL)	

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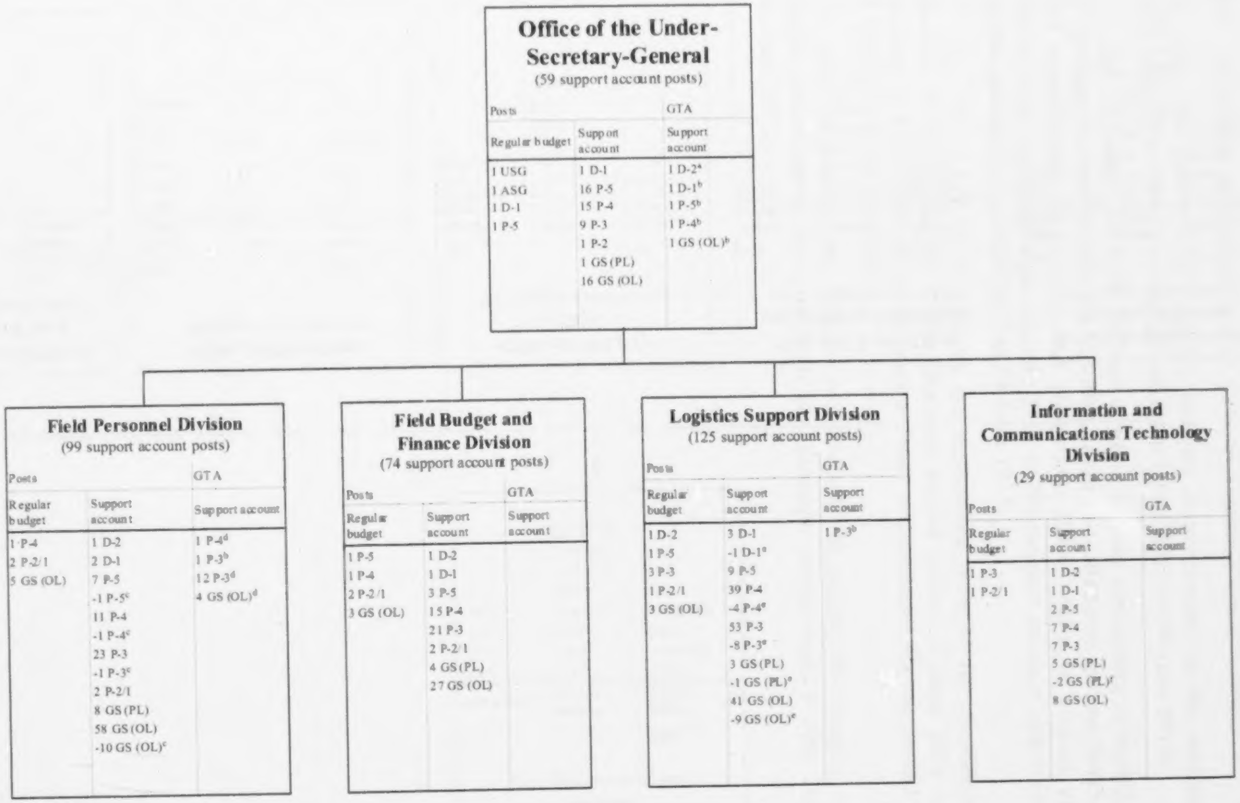
[a] Continuation of GTA.

[b] GTA position less than 12 months.

[c] Reclassification.

Annex II

Proposed staffing of the Department of Field Support for the period from 1 July 2012 to 30 June 2013



Office of the Under-Secretary-General
(59 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	1 D-1	1 D-2[a]
1 ASG	16 P-5	1 D-1[b]
1 D-1	15 P-4	1 P-5[b]
1 P-5	9 P-3	1 P-4[b]
	1 P-2	1 GS (OL)[b]
	1 GS (PL)	
	16 GS (OL)	

Field Personnel Division
(99 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-4	1 D-2	1 P-4[d]
2 P-2/1	2 D-1	1 P-3[b]
5 GS (OL)	7 P-5	12 P-3[d]
	-1 P-5[c]	4 GS (OL)[d]
	11 P-4	
	-1 P-4[c]	
	23 P-3	
	-1 P-3[c]	
	2 P-2/1	
	8 GS (PL)	
	58 GS (OL)	
	-10 GS (OL)[c]	

Field Budget and Finance Division
(74 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5	1 D-2	
1 P-4	1 D-1	
2 P-2/1	3 P-5	
3 GS (OL)	15 P-4	
	21 P-3	
	2 P-2/1	
	4 GS (PL)	
	27 GS (OL)	

Logistics Support Division
(125 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	3 D-1	1 P-3[b]
1 P-5	-1 D-1[e]	
3 P-3	9 P-5	
1 P-2/1	39 P-4	
3 GS (OL)	-4 P-4[e]	
	53 P-3	
	-8 P-3[e]	
	3 GS (PL)	
	-1 GS (PL)[e]	
	41 GS (OL)	
	-9 GS (OL)[e]	

Information and Communications Technology Division
(29 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-3	1 D-2	
1 P-2/1	1 D-1	
	2 P-5	
	7 P-4	
	7 P-3	
	5 GS (PL)	
	-2 GS (PL)[f]	
	8 GS (OL)	

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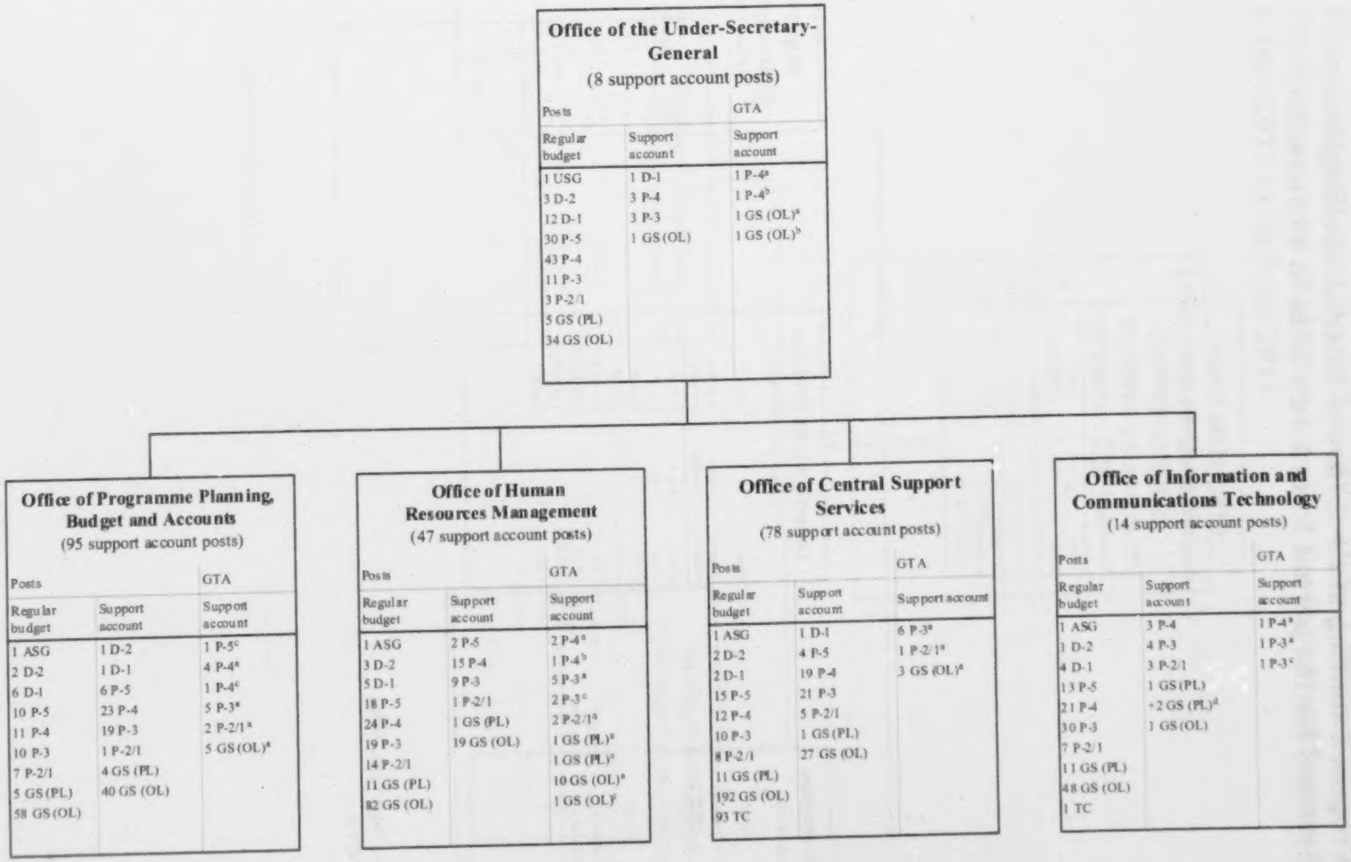
[a] New GTA.
[b] Continuation of GTA.
[c] Reassignment.
[d] GTA position less than 12 months.
[e] Reassignment.
[f] Redeployment.

Annex III

Proposed staffing of the Department of Management for the period from 1 July 2012 to 30 June 2013



Office of the Under-Secretary-General
(8 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	1 D-1	1 P-4[a]
3 D-2	3 P-4	1 P-4[b]
12 D-1	3 P-3	1 GS (OL)[a]
30 P-5	1 GS (OL)	1 GS (OL)[b]
43 P-4		
11 P-3		
3 P-2/1		
5 GS (PL)		
34 GS (OL)		

Office of Programme Planning, Budget and Accounts
(95 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	1 P-5[c]
2 D-2	1 D-1	4 P-4[a]
6 D-1	6 P-5	1 P-4[c]
10 P-5	23 P-4	5 P-3[a]
11 P-4	19 P-3	2 P-2/1[a]
10 P-3	1 P-2/1	5 GS (OL)[a]
7 P-2/1	4 GS (PL)	
5 GS (PL)	40 GS (OL)	
58 GS (OL)		

Office of Human Resources Management
(47 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	2 P-5	2 P-4[a]
3 D-2	15 P-4	1 P-4[b]
5 D-1	9 P-3	5 P-3[a]
18 P-5	1 P-2/1	2 P-3[c]
24 P-4	1 GS (PL)	2 P-2/1[a]
19 P-3	19 GS (OL)	1 GS (PL)[a]
14 P-2/1		1 GS (PL)[c]
11 GS (PL)		10 GS (OL)[a]
82 GS (OL)		1 GS (OL)[c]

Office of Central Support Services
(78 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-1	6 P-3[a]
2 D-2	4 P-5	1 P-2/1[a]
2 D-1	19 P-4	3 GS (OL)[a]
15 P-5	21 P-3	
12 P-4	5 P-2/1	
10 P-3	1 GS (PL)	
8 P-2/1	27 GS (OL)	
11 GS (PL)		
192 GS (OL)		
93 TC		

Office of Information and Communications Technology
(14 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	3 P-4	1 P-4[a]
1 D-2	4 P-3	1 P-3[a]
4 D-1	3 P-2/1	1 P-3[c]
13 P-5	1 GS (PL)	
21 P-4	+2 GS (PL)[d]	
30 P-3	1 GS (OL)	
7 P-2/1		
11 GS (PL)		
48 GS (OL)		
1 TC		

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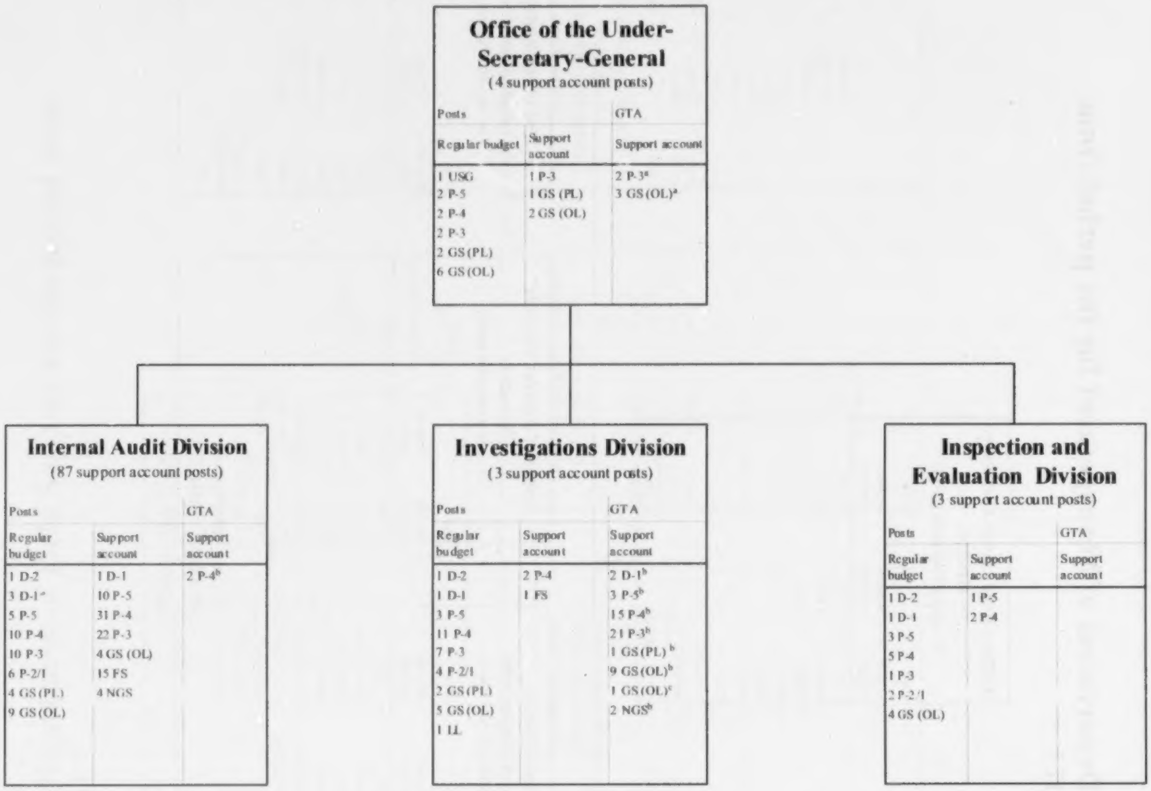
[a] Continuation of GTA.
[b] GTA position less than 12 months.
[c] New GTA.
[d] Redeployment.

Annex IV

Proposed staffing of the Office of Internal Oversight Services for the period from 1 July 2012 to 30 June 2013



Office of the Under-Secretary-General

(4 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	1 P-3	2 P-3[a]
2 P-5	1 GS (PL)	3 GS (OL)[a]
2 P-4	2 GS (OL)	
2 P-3		
2 GS (PL)		
6 GS (OL)		

Internal Audit Division

(87 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 D-1	2 P-4[b]
3 D-1[a]	10 P-5	
5 P-5	31 P-4	
10 P-4	22 P-3	
10 P-3	4 GS (OL)	
6 P-2/1	15 FS	
4 GS (PL)	4 NGS	
9 GS (OL)		

Investigations Division

(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	2 P-4	2 D-1[b]
1 D-1	1 FS	3 P-5[b]
3 P-5		15 P-4[b]
11 P-4		21 P-3[b]
7 P-3		1 GS (PL)[b]
4 P-2/1		9 GS (OL)[b]
2 GS (PL)		1 GS (OL)[c]
5 GS (OL)		2 NGS[b]
1 LL		

Inspection and Evaluation Division

(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-5	
1 D-1	2 P-4	
3 P-5		
5 P-4		
1 P-3		
2 P-2/1		
4 GS (OL)		

---

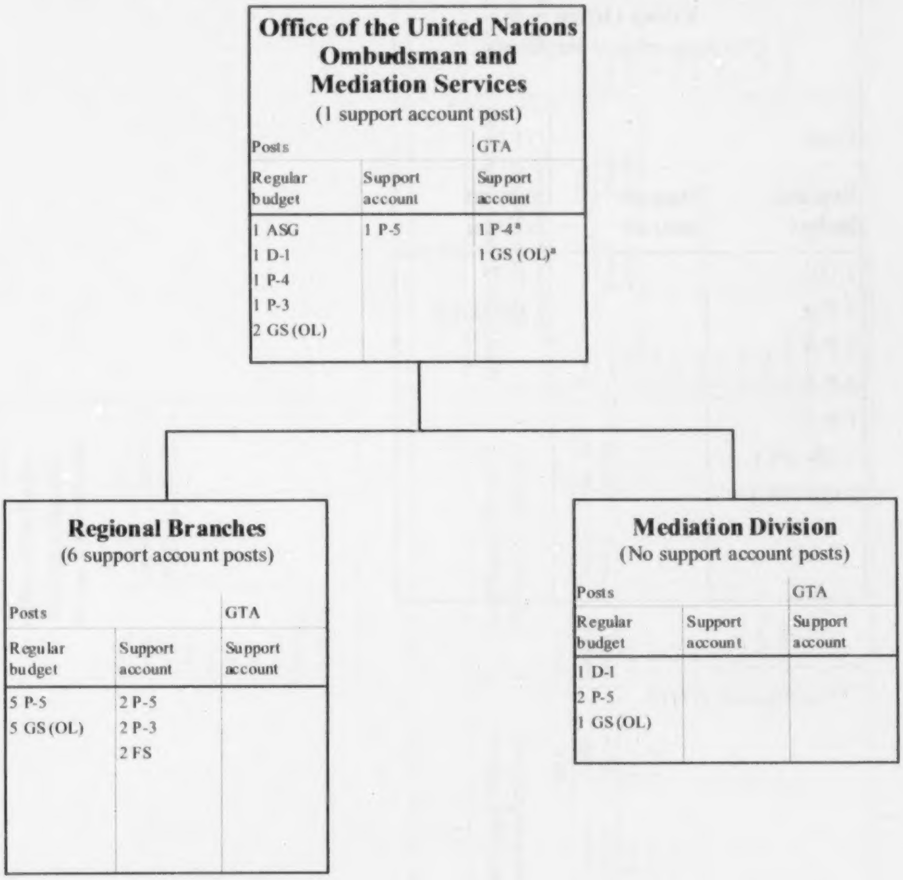
[a] GTA position less than 12 months.

[b] Continuation of GTA.

[c] New GTA.

Annex V

Proposed staffing of the Office of the United Nations Ombudsman and Mediation Services for the period from 1 July 2012 to 30 June 2013



Office of the United Nations Ombudsman and Mediation Services
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-1 1 P-4 1 P-3 2 GS (OL)	1 P-5	1 P-4[a] 1 GS (OL)[a]

Regional Branches
(6 support account posts)

Posts		GTA
Regular budget	Support account	Support account
5 P-5 5 GS (OL)	2 P-5 2 P-3 2 FS	

Mediation Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 2 P-5 1 GS (OL)		

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[a] Continuation of GTA.

Annex VI

Proposed staffing of the Ethics Office for the period from 1 July 2012 to 30 June 2013

Ethics Office (No support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 P-5 1 P-4 2 P-3 1 P-2/1 1 GS (PL) 2 GS (OL)		1 P-3[a] 1 GS (OL)[a]

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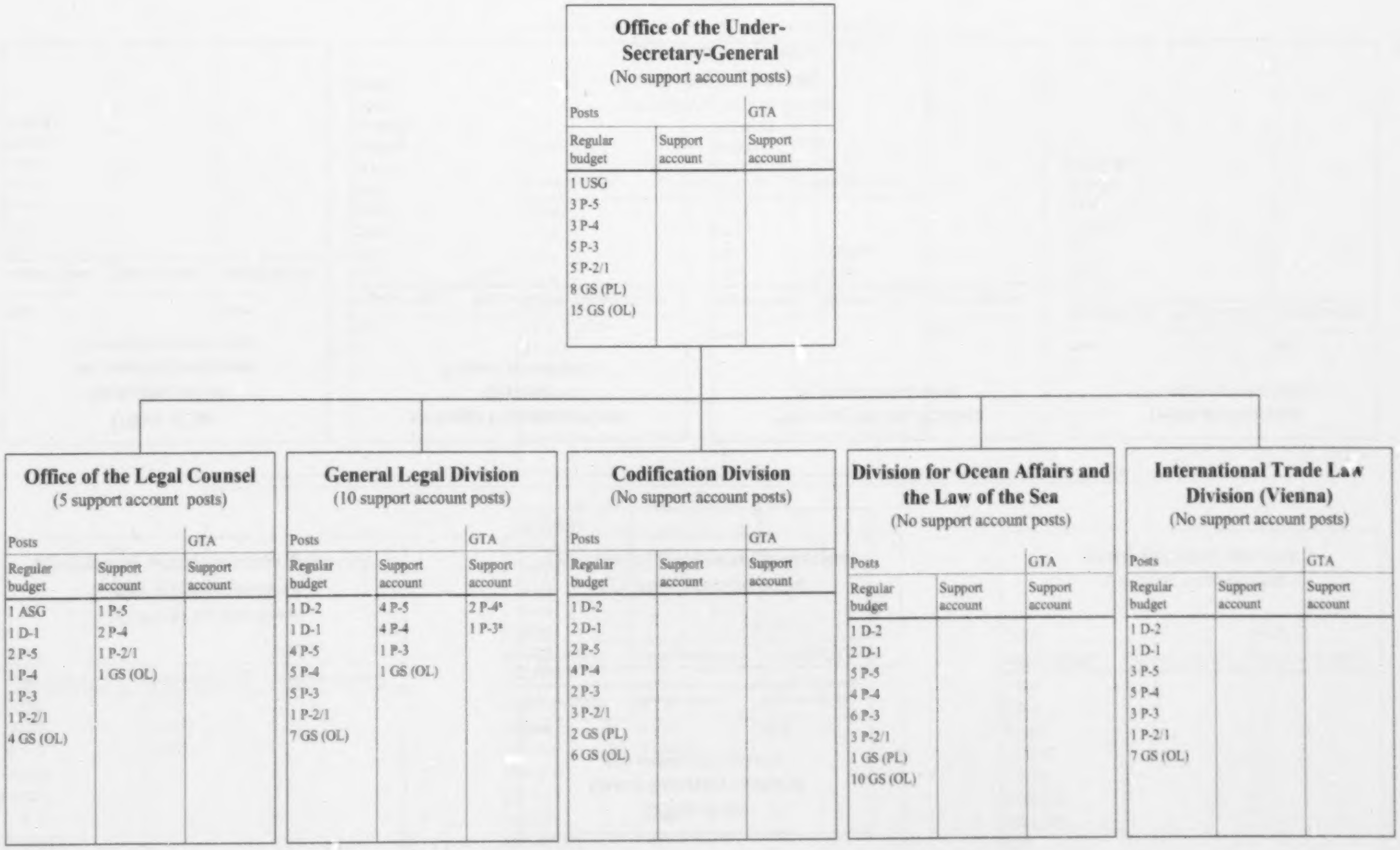
[a] Continuation of GTA.

Annex VII

Proposed staffing of the Office of Legal Affairs for the period from 1 July 2012 to 30 June 2013



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG		
3 P-5		
3 P-4		
5 P-3		
5 P-2/1		
8 GS (PL)		
15 GS (OL)		

Office of the Legal Counsel
(5 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 P-5	
1 D-1	2 P-4	
2 P-5	1 P-2/1	
1 P-4	1 GS (OL)	
1 P-3		
1 P-2/1		
4 GS (OL)		

General Legal Division
(10 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	4 P-5	2 P-4[a]
1 D-1	4 P-4	1 P-3[a]
4 P-5	1 P-3	
5 P-4	1 GS (OL)	
5 P-3		
1 P-2/1		
7 GS (OL)		

Codification Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2		
2 D-1		
2 P-5		
4 P-4		
2 P-3		
3 P-2/1		
2 GS (PL)		
6 GS (OL)		

Division for Ocean Affairs and the Law of the Sea
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2		
2 D-1		
5 P-5		
4 P-4		
6 P-3		
3 P-2/1		
1 GS (PL)		
10 GS (OL)		

International Trade Law Division (Vienna)
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2		
1 D-1		
3 P-5		
5 P-4		
3 P-3		
1 P-2/1		
7 GS (OL)		

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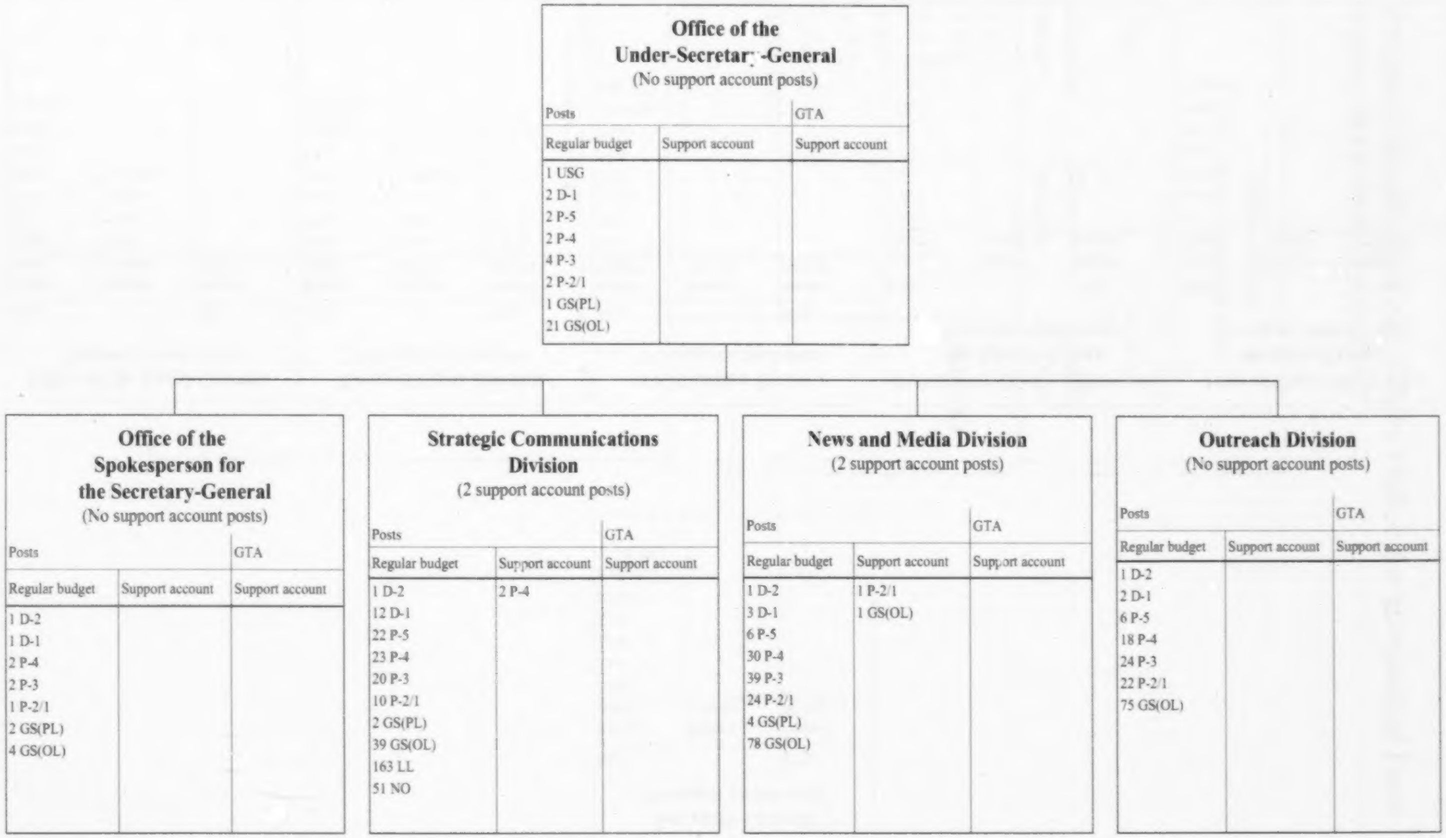
[a] Continuation of GTA.

Annex VIII

Proposed staffing of the Department of Public Information for the period from 1 July 2012 to 30 June 2013



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 D-1 2 P-5 2 P-4 4 P-3 2 P-2/1 1 GS(PL) 21 GS(OL)		

Office of the Spokesperson for the Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 2 P-4 2 P-3 1 P-2/1 2 GS(PL) 4 GS(OL)		

Strategic Communications Division
(2 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 12 D-1 22 P-5 23 P-4 20 P-3 10 P-2/1 2 GS(PL) 39 GS(OL) 163 LL 51 NO	2 P-4	

News and Media Division
(2 support account posts)

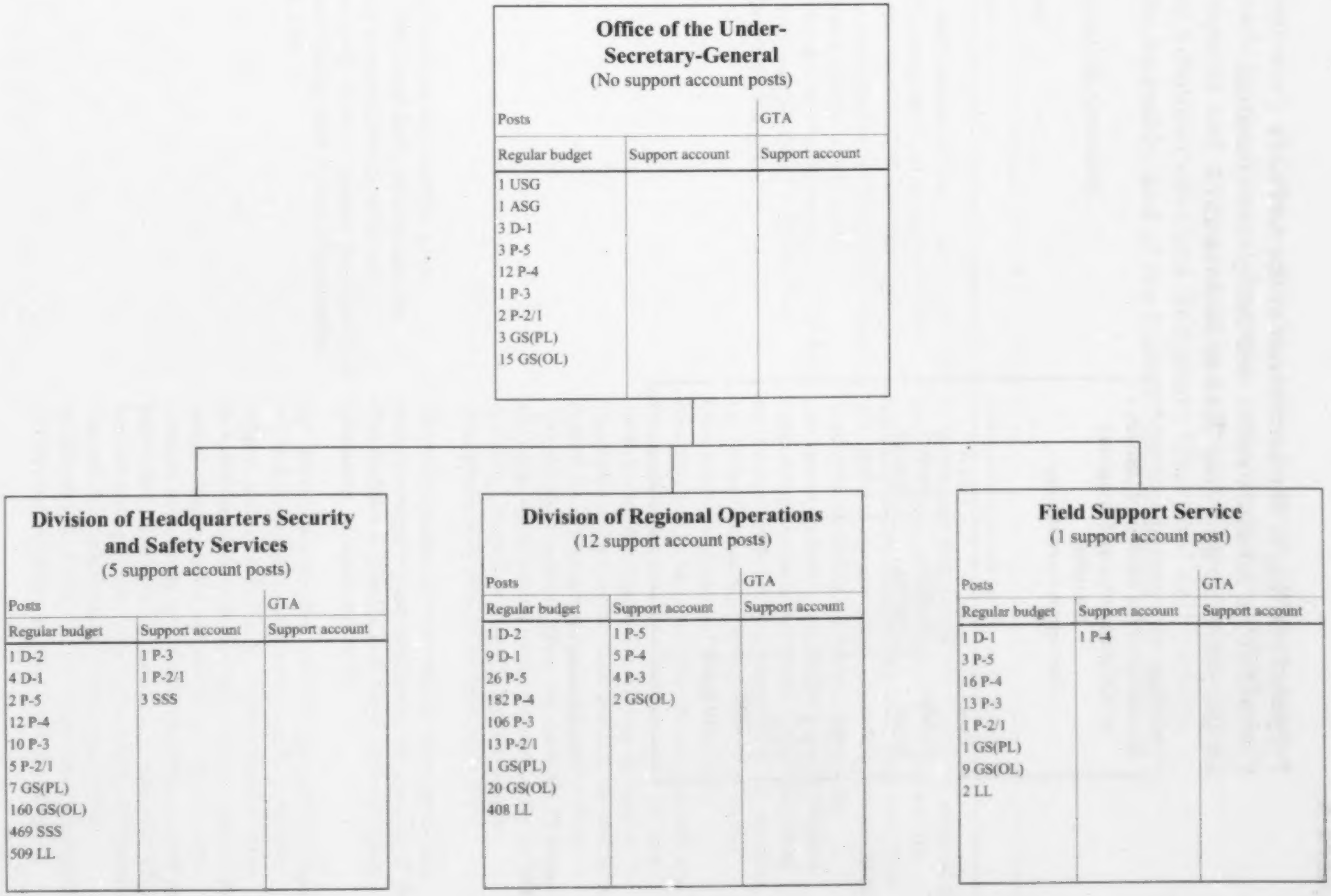
Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 D-1 6 P-5 30 P-4 39 P-3 24 P-2/1 4 GS(PL) 78 GS(OL)	1 P-2/1 1 GS(OL)	

Outreach Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 6 P-5 18 P-4 24 P-3 22 P-2/1 75 GS(OL)		

Annex IX

Proposed staffing of the Department of Safety and Security for the period from 1 July 2012 to 30 June 2013



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 3 D-1 3 P-5 12 P-4 1 P-3 2 P-2/1 3 GS(PL) 15 GS(OL)		

Division of Headquarters Security and Safety Services
(5 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 4 D-1 2 P-5 12 P-4 10 P-3 5 P-2/1 7 GS(PL) 160 GS(OL) 469 SSS 509 LL	1 P-3 1 P-2/1 3 SSS	

Division of Regional Operations
(12 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 9 D-1 26 P-5 182 P-4 106 P-3 13 P-2/1 1 GS(PL) 20 GS(OL) 408 LL	1 P-5 5 P-4 4 P-3 2 GS(OL)	

Field Support Service
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 3 P-5 16 P-4 13 P-3 1 P-2/1 1 GS(PL) 9 GS(OL) 2 LL	1 P-4	

Annex X

Proposed staffing of the secretariat of the Advisory Committee on Administrative and Budgetary Questions for the period from 1 July 2012 to 30 June 2013

Secretariat of the Advisory Committee on Administrative and Budgetary Questions (No support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 2 P-5 3 P-4 1 GS(PL) 4 GS(OL)		1 P-4[a]

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[a] Continuation of GTA.

Annex XI

Summary of follow-up action taken to implement requests made by the General Assembly in its resolution 65/290 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly, and of the United Nations Board of Auditors

A. General Assembly

Resolution 65/290

Request/recommendation	*Action taken to implement request/recommendation*
The General Assembly recalls section I, paragraph 6, of resolution 55/238, paragraph 11 of resolution 56/241, paragraph 19 of resolution 61/279, and paragraph 22 of resolution 62/250, and requests the Secretary-General to make further concrete efforts to ensure proper representation of troop-contributing countries in DPKO and DFS, taking into account their contribution to United Nations peacekeeping (para. 7).	In accordance with Article 101(3) of the Charter of the United Nations on the selection of candidates for senior positions, the Secretary-General always gives due regard to the nationality of the selected candidate in addition to his/her substantive knowledge, managerial aptitude, peacekeeping and/or mission support experience and expertise. Similarly, when reviewing a proposed recommendation for selection, the Under-Secretaries-General for Peacekeeping Operations and Field Support give primary consideration to the qualifications and experience of the candidate against the requirements of the post, while giving due regard to achieving as broad a geographical representation as possible, as well as an appropriate representation of troop- and police-contributing countries. There are currently 73 troop- and police-contributing countries represented in DPKO and DFS, which is an overall improvement in comparison with 68 as at 30 September 2010.
The Assembly notes the overall benefits of the restructuring of DPKO and DFS, and requests the Secretary-General to assess these benefits and to continue to make every effort to enhance the capacity of the Organization to manage and sustain peacekeeping operations (para. 14).	The restructuring of DPKO and the creation of DFS have continued to yield benefits to the capacity of the Organization to manage and sustain peacekeeping operations, as explained below: (a) Efforts to strengthen the direction and oversight of United Nations peacekeeping and broader field support activities during the reporting period have included the systematic briefing of troop- and police-contributing countries, in addition to the Security Council, prior to the renewal of mandates, as well as before and after technical assessment missions. This has also strengthened cooperation among the Security Council, the Secretariat and troop- and police-contributing countries. The oversight and accountability of mission leadership has also been strengthened

Request/recommendation	*Action taken to implement request/recommendation*
	through the completion of compacts and performance assessments for all Special Representatives of the Secretary-General/Heads of Mission and Deputy Special Representatives of the Secretary-General; (b) Ensuring the delivery of more coherent, responsive and streamlined support to field operations continues to be pursued through the global field support strategy. During the past year, this has included: consolidating transactional functions; reducing in-mission footprints and achieving economies of scale through strengthening field support in the Regional Service Centre; achieving progress in modularization with the completion of a design for a camp with a capacity for 200 persons, including preparation for specific deployments in UNDOF, UNIFIL, UNMIL and UNSOA; and approval by the General Assembly of the standardized funding model; (c) Support for specialized activities mandated for peacekeeping operations advanced further during the reporting period with the development of system-wide security sector reform guidance and technical assessments, which are enhancing consistency and coherence in mandate delivery; and the provision of support to the African Union in developing a continental security sector reform framework, which will provide common standards and principles for stakeholders in the region; completion of integrated strategic frameworks for all nine applicable peacekeeping missions and United Nations country teams, which identify common strategic objectives and a clearer allocation of roles across the United Nations system; and use of digital and social media to amplify peacekeeping messages and improve Member States access to information; (d) Ensuring greater coherence in the guidance and support delivered to field operations in cross-cutting or interrelated areas of activity also advanced in areas such as: protection of civilians, through the development of tools and training materials related to guidance for military and police components, analysis of protection of civilians coordination mechanisms and further analysis of resources and capabilities for implementing mandates relating to the protection of civilians; implementation of the DPKO-DFS early peacebuilding strategy on how to prioritize and sequence their early peacebuilding tasks; further

Request/recommendation	*Action taken to implement request/recommendation*
	progress in the dialogue with Member States on deterrence, use of force and operational readiness; the identification and commencement of additional projects for the development of standards and related training for uniformed components; and progress in an evaluation to strengthen the command and control framework for United Nations peacekeeping.

B. Advisory Committee on Administrative and Budgetary Questions

(A/65/827)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee notes that an internal evaluation was conducted by DPKO and DFS of the decision-making authorities and implementation responsibilities for peacekeeping at Headquarters, between Headquarters and the field, and within peacekeeping operations, the findings of which would inform a review of the policy on authority, command and control that is due to begin March 2011 (A/65/624, para. 34). The Committee looks forward to receiving information on the results of this review (para. 14).	The evaluation consists of three sub-evaluations on command and control: systems and processes at United Nations Headquarters; between Headquarters and the field; and within peacekeeping missions. Phase one was conducted during the first half of 2011; sub-evaluations two and three were conducted concurrently, including assessments in MONUSCO and UNIFIL in June and July 2011 respectively. The findings from those evaluations and other relevant case studies, as well as the views of Member States on command and control arrangements in peacekeeping were completed in December 2011.
The Advisory Committee recalls that the General Assembly, in its resolution 65/259, requested the Secretary-General to conduct a thorough review of the current funding and backstopping arrangements for special political missions with a view to identifying possible alternatives. The Committee was informed that DFS, DPKO, the Department of Management and the Department of Political Affairs were currently assessing options in order to report on this issue to the General Assembly at its sixty-sixth session, as requested. In his report, the Secretary-General indicates that, while implementation of the global field support strategy is expected to address some of the challenges in the field, a broader examination, supported by quantitative analysis of the full range of capacities to backstop and manage special political missions in line with their size and mandate, was required. The challenges created by diverse funding streams and different budget cycles, as well as different planning mechanisms, accountability lines and organizational procedures, must also be addressed to ensure uniform, consistent, predictable and	The report of the Secretary-General on the review of arrangements for funding and backstopping special political missions (A/66/340) was presented to the General Assembly at its sixty-sixth session.

Request/recommendation	*Action taken to implement request/recommendation*
efficient support. The Committee looks forward to the results of this exercise, which should provide a fuller picture and a clear analysis of the capacities, arrangements, processes and challenges involved in supporting special political missions, as well as recommendations to address any gaps identified (para. 19).	
The Advisory Committee appreciates the measures taken to address the initial challenges and to flexibly manage the teams in order to improve their effectiveness, by overcoming the rigidities that have hindered the implementation of the integrated operational teams. The Committee is of the view that the concept of integrated operational teams and its application should be kept under review and that its effectiveness should continue to be assessed in light of experience and lessons learned (para. 31).	The results of an internal review on integrated operational teams as a follow-up to the report of the Secretary-General on the implementation of the integrated operational teams (A/65/669) are reflected in the report of the Secretary-General on the overview of the financing of peacekeeping operations (A/66/679), which was prepared in response to the request contained in paragraph 46 of General Assembly resolution 65/289.
As to enabling more timely and efficient procurement, the Advisory Committee recalls that the Department of Management has increased the delegation of procurement authority to DFS from $200,000 to $500,000 for procurement cases that are neither core nor contain special requirements. As a result of the increased delegation, field operations are able to approve more cases locally, reducing both the number of cases sent to the Headquarters Committee on Contracts and the processing time for cases that previously required the Committee's approval. The Advisory Committee notes that, in July 2010, the Department of Management established a pilot regional procurement office in Entebbe, staffed by the Procurement Division and field staff and reporting directly to it, to procure materials and services for peacekeeping operations and offices in East and Central Africa (A/65/624, para. 111). The Committee trusts that the results of this pilot project will be reported to the General Assembly (para. 33).	In accordance with General Assembly resolution 65/261, an updated comprehensive report on United Nations procurement activities, which will include information on the issues raised by the Advisory Committee in its report, will be submitted to the Advisory Committee in time for its consideration by the General Assembly at the first part of its resumed sixty-seventh session.
The Advisory Committee is of the opinion that the Secretary-General should draw upon lessons learned from previous studies commissioned as well as this one. In its report on the Board of Auditors report on the accounts of United Nations peacekeeping operations (A/65/782, para. 23), the Committee pointed out the expenses to date in this regard and indicated that it remains of the view that the ultimate responsibility for developing concrete and practical proposals on a	The support account was established by the General Assembly in its resolution 45/258 as a single mechanism for the distribution of costs among the various active peacekeeping operations to fund the backstopping of peacekeeping operations at Headquarters. Initially, the support account financed resources relating to 92 existing "overload" posts that were previously provided for in the separate peacekeeping budgets.

Request/recommendation	*Action taken to implement request/recommendation*
staffing model for the support account rests with the Secretariat, using in-house institutional knowledge and available resources. The Committee is also of the view that there should be a determination of what constitutes a core or basic capacity necessary to effectively manage and backstop peacekeeping operations and what constitutes scalable capacity which responds to changes in the level of peacekeeping activity. This should be accompanied by an assessment of management capacities, structures and processes that can handle multiple tasks and functions with greater efficiency and coordination between Headquarters and the field (para. 51).	In his report on the support account for peacekeeping operations (49/717), the Secretary-General defined backstopping of peacekeeping operations as "the overall direction, assistance and guidance given by departments/offices and other units, at Headquarters, for ensuring the effective planning, implementation and liquidation of peacekeeping operations. This backstopping covers operational, political, military, humanitarian, legal, logistical, financial, personnel and other administrative aspects of peacekeeping operations. Backstopping is required for all peacekeeping operations, and the larger the number of operations the greater the demands placed on the Secretariat to provide effective direction and ensure a well-coordinated and timely response to the mandates established by the Security Council". The report of the Secretary-General also defined core functions as those associated with the management of key policy issues, organizational performance, strategic planning and start-up capacity, summarized as follows: (a) executive direction; (b) policy formulation and guidance; (c) data collection and research; (d) liaison with Member States, intergovernmental/regional organizations; (e) operational planning; (f) administrative planning; and (g) start-up capacity. In paragraph 21 of its report on the support account for peacekeeping operations (A/49/904), the Advisory Committee commented on the attempt to define "core" and "non-core" requirements and "recognized that it may no longer be useful to continue to try to compose arbitrary and, in the end, inevitably rigid and artificial criteria for core and non-core posts and activities. The Committee expressed the belief that, after several years of experience with the support account, and also of experimentation with its use, it had become necessary to refocus on the main objective of the support account with a view to achieving better use of resources". The Committee recommended that specific requests for variations of posts and other resources from previously approved levels would be considered by the Advisory Committee on behalf of the General Assembly. Proposals for variations in the number of posts would have to be justified on an individual basis, taking into account the criteria and other conditions enumerated in the report of the Secretary-General (A/45/493): (a) workload indication; (b) functional relationship of the proposed post to the workplan of the office or department; (c) possibilities for

Request/recommendation	*Action taken to implement request/recommendation*
	redeployment of existing staff resources to meet the functional need that has been identified; (d) the appropriateness of funding the post from the support account for peacekeeping operations rather than from regular budget resources and of the type of contract to be offered to the incumbent in order to preserve a flexible management of staff resources; (e) proposed grading of posts vis-à-vis prevailing standards for post classification; (f) the effect that the creation of the post would have on the grading and organizational structures of the unit in which it is to be placed, bearing in mind the temporary nature of the post to be created; and (g) the duration of the post functions and the availability of the current and expected funding sources. In its resolution 49/250, the General Assembly endorsed the report of the Advisory Committee and decided that the support account should be used for the financing of "human and non-human resource requirements for backstopping and supporting peacekeeping operations at Headquarters, and that any change to this limitation would require the prior approval of the General Assembly".
	The report of the Secretary-General on the support account for peacekeeping operations (A/50/876) contained a comprehensive review of the support account pursuant to General Assembly decision 50/473. In paragraph 3 of his report on the support account, the Secretary-General again defined backstopping functions of peacekeeping operations at Headquarters and stated that backstopping of peacekeeping missions at Headquarters involves three elements: (a) basic and permanent core capability/capacity to plan/launch peacekeeping missions; (b) capacity to support backstopping functions which fluctuate owing to the number and size of missions; and (c) additional support capacity to backstop the liquidation of peacekeeping missions.
	In its resolution 50/221 A, the General Assembly requested the Secretary-General to ensure that all submissions relating to the backstopping at Headquarters of peacekeeping operations were presented in the context of the report on the support account. Budget proposals have been presented accordingly under successive support account submissions and approved pursuant to successive General Assembly resolutions on the support account.

quest/recommendation	*Action taken to implement request/recommendation*
he Advisory Committee also notes that the United ations Office to the African Union had integrated the rmer United Nations Liaison Office to the African nion, the African Union Peacekeeping Support Team, e United Nations planning team for AMISOM and the pport elements of the Joint Support and Coordination echanism of UNAMID. The Head of the United ations Office to the African Union reports to the nder-Secretaries-General for Peacekeeping perations, Field Support and Political Affairs. The epartment of Political Affairs is primarily responsible r oversight of the Office. The Committee expects that e Office will be able to become fully integrated in the ontext of the next budget proposal (para. 85).	The United Nations Office to the African Union has fully integrated the former United Nations offices (African Union Peacekeeping Support Team, United Nations planning team for AMISOM and United Nations Liaison Office) into one location and under one management structure, in accordance with its mandate. The Office provides support to the African Union and consists of political affairs, operational planning, administrative planning, and support sections. The managers of the sections meet daily with the Special Representative of the Secretary-General and Chief of Staff to ensure a unified, integrated approach. All sections are now fully operational, with a vacancy rate of 7.0 per cent representing only four posts out of a staffing establishment of 57 posts funded from the support account as at December 2011.
he Advisory Committee notes that the results-based amework for the Office has been refined. For ample, the expected accomplishments and indicators f achievement have been realigned with the results-ased methodology and format for the support account r peacekeeping operations. The Committee was formed that the framework was prepared on the basis f interaction between the Secretariat and the African nion Commission. The Advisory Committee is of the pinion that the framework should be further refined in e context of the next budget submission, in order to etter align support rendered with African Union riorities, as the Office becomes fully engaged in arrying out its mandate (para. 87).	The results-based framework for the Office has been aligned with the scope of the relevant support account funding mechanism and further streamlined to reflect priorities outlined by the African Union in its Strategic Plan 2009-2012.
paragraph 5 of its report on the proposed budget for e United Nations Office to the African Union A/64/792), the Advisory Committee had noted that the ructure of the Office would consist of a substantive omponent, providing support to the African Union in ree areas, namely political affairs, operational lanning and administrative planning, and a support omponent. The Committee also noted that the structure as intended to be flexible, with the possibility for caling up or down as the situation evolves. In aragraph 25 of the same report, the Advisory ommittee indicated that the support component of the ffice, which consists of 32 posts out of a total of 65, ppeared disproportionate and recommended that it be eviewed and the results thereon reported to the ssembly at its sixty-fifth session, with a streamlined roposal that took into account the services that the conomic Commission for Africa (ECA) could provide	As a stand-alone Office, the incumbents of the approved 32 continuing posts perform support functions for the Office just meet the Office's basic requirements, and did not meet all the functional requirements of the Office. The Office works closely with ECA; however, ECA does not have the in-house capacity to fully support the Office. On 1 June 2011, the Office signed a memorandum of understanding with ECA allowing it to source support services from the Commission. This memorandum facilitated the roll-over of functions from UNAMID to the Office. The Office is and will continue to source available support services from ECA and in turn share human resources to facilitate the support relationship. The Office is planning to harmonize its support functions with that of ECA in the context of the 2013/14 budget, by which time it will be co-located with ECA in office space that is currently under construction.

Request/recommendation	*Action taken to implement request/recommendation*
to the Office. Upon enquiry, the Committee was informed that the 32 posts only meet the Office's basic requirements and that ECA currently does not have the in-house capacity to provide full support. Furthermore, the Office is in the process of finalizing and signing a memorandum of understanding containing arrangements for sourcing support services from ECA and will continue to draw on available support services, sharing, in turn, human resources to facilitate the support relationship. The Advisory Committee is concerned that it did not receive information in relation to its previous request. It reiterates its view that the support structure and related staffing requirements must be kept under review and further assessed as the Office becomes fully staffed and operational. The results should be included in the context of the next budget submission (para. 90).	
The Advisory Committee recommends acceptance of the continuation of the three positions (1 P-4, 1 P-3 and 1 GS (OL)) requested for organizational resilience and communications functions, as well as the short-term general temporary assistance requested for maternity/sick leave replacement. The Advisory Committee expects that the organizational resilience functions will be reviewed in the context of the report requested by the General Assembly in its resolution 64/260 (sect. II, para. 11), to be submitted by the Secretary-General at its sixty-sixth session (para. 95).	The report of the Secretary-General on the revised estimates relating to the proposed programme budget for biennium 2012-2013 related to the organizational resilience management system: emergency preparedness framework (A/66/516), which addressed organizational resilience functions, was taken up by the General Assembly at its sixty-sixth session.
Regarding the proposed redeployment of a Political Affairs Officer (P-3) post to the UNMIS integrated operational team, in light of the outcome of the referendum on the status of South Sudan and the need to focus on planning for the possible deployment of a new mission, as well as a possible role vis-à-vis outstanding Comprehensive Peace Agreement-related issues (A/65/761, para. 114), the Advisory Committee is of the view that the functions performed by the Political Affairs Officer (P-4) in the Somalia Coordination and Planning Team should continue to be provided under general temporary assistance. The Committee recommends against the redeployment of the Political Affairs Officer (P-4) post from the MINURCAT integrated operational team; the post should therefore be abolished. The Committee recommends acceptance of the two redeployments proposed to provide support for the UNMIL/UNOCI integrated operational team and the UNMIS integrated operational team. The Committee is of the view that the continued need for the redeployed	There remain serious underlying threats to the fragile stability in Liberia, including an unfinished reconciliation agenda, disaffection among unemployed youth, including ex-combatants, long-standing ethnic and land conflicts, compounded by the slow development of the capacity of the security and rule of law institutions. This situation is of grave concern with regard to the attainment of the strategic objective of the United Nations to achieve a steady state of security with national institutions that are able to maintain security and stability independently of UNMIL. A technical assessment mission will be conducted after the inauguration of the new Government in January 2012 with a view to developing detailed proposals for the next stages of the Mission's drawdown based upon a thorough review of the situation on the ground and progress made towards the transition benchmarks, in order to provide timelines and recommendations for the further reduction of the Mission's military component, the modalities and timing of which have

Request/recommendation	*Action taken to implement request/recommendation*
Political Affairs Officer (P-5) post should be kept under review, taking into account developments on the ground (para. 97 (c)).	yet to be determined. Planning for a future transition and its implementation will be a very complex process fraught with risks that will need to be managed very carefully in a gradual and calibrated manner, and will lead to a considerable surge of activity, including demands on the West Africa integrated operational team. In this context, the incumbent of the Senior Political Affairs Officer (P-5) post serves as the principal focal point for political and early peacebuilding issues related to the implementation of the Mission's mandate, during a period when both UNMIL and UNOCI are expected to continue experiencing an intense level of activity, including with the Ivorian legislative elections which took place in December 2011, as well as the need to address cross-border challenges. In addition, the incumbent of the Senior Political Affairs Officer post serves as the focal point of the Africa II Division for cooperation with the Peacebuilding Commission and the Peacebuilding Support Office, particularly with regard to the Commission's engagement in Liberia, which requires senior engagement. The incumbent also acts as deputy for the leader of the West Africa integrated operational team and as officer-in-charge in her absence. Based upon the situation on the ground and the impact of the volatile West Africa subregion on mandate implementation, it is assessed that the post of Senior Political Affairs Officer (P-5) will continue to be required by the West Africa integrated operational team for the 2012/13 period.
The Committee was further informed that, while the Somalia Coordination and Planning Team provides strategic oversight and guidance to the United Nations Office to the African Union in the provision of technical and expert advice to the African Union in the planning and deployment of AMISOM, it is also responsible for updating the contingency plans for an eventual deployment of a United Nations peacekeeping operation in Somalia. In addition, the Somalia Coordination and Planning Team backstops the United Nations Political Office for Somalia (UNPOS) with the provision of expertise, as required, for the rebuilding of the Somali security institutions and serves as the focal point on naval counter-piracy operations off the coast of Somalia and sea-based issues within the Secretariat's counter-piracy coordination mechanism. In view of these responsibilities, the coordinating function of the Somalia Coordination and Planning Team at	In line with the integrated United Nations strategy for Somalia, as detailed in the report of the Secretary-General of 16 April 2009 (S/2009/210), the Department of Political Affairs, DPKO and DFS perform six distinct mandates based upon their respective responsibilities under the relevant Security Council resolutions, namely 1744 (2007), 1772 (2007), 1814 (2008), 1816 (2008), 1831 (2008), 1838 (2008), 1846 (2008), 1851 (2008) 1863 (2009), 1872 (2009), 1897 (2009), 1910 (2010), 1964 (2010) and 2010 (2011). There is a clear division of responsibilities between the various United Nations Secretariat and field entities working on Somalia. The Department of Political Affairs serves as the lead department overseeing the political track and backstopping UNPOS. DFS (UNSOA Headquarters Support Team and other

Request/recommendation	*Action taken to implement request/recommendation*
Headquarters is instrumental in ensuring the provision of coordinated and integrated advice and support for both the United Nations Office to the African Union and UNPOS. The Committee reiterates the need to review all activities in connection with the support for AMISOM and to explore every opportunity for consolidation and streamlining. The Secretary-General should report thereon in the context of the support account budget for 2012/13 (para. 103).	Divisions) oversees the delivery of the logistics support package for AMISOM and backstops UNSOA as the operational entity delivering the support package on the ground. DPKO (Headquarters Somalia Coordination and Planning Team) is responsible for operational planning on the security/military track, including supporting the planning of AMISOM and supporting the United Nations Office to the African Union, provides technical advice in the areas of military, police, rule of law, and disarmament, demobilization and reintegration. More specifically, the Headquarters Somalia Coordination and Planning Team of DPKO supports the African Union Commission in its planning and management of AMISOM through strategic oversight and guidance to the United Nations Office to the African Union, which engages directly with the African Union Commission in Addis Ababa. At the same time, beyond its mandate related to United Nations support for AMISOM, the Somalia Coordination and Planning Team implements additional specialized mandates, including: (a) contingency planning for a future United Nations peacekeeping operation; (b) technical advice, including in the areas of military, police, security sector reform, disarmament, demobilization and reintegration, and justice and corrections; and (c) provision of the naval focal point for piracy. The UNSOA Headquarters Support Team of DFS is a mission-specific resource capability whose primary focus is to assist UNSOA and the Department's Headquarters senior management with the strategic planning, policy guidance and implementation of all aspects of the UNSOA mandate, in close coordination with the Department of Political Affairs and DPKO. To ensure that there is no duplication of roles and responsibilities, the Department of Political Affairs convenes regular meetings of the Integrated Task Force (and various specialized working groups under the Integrated Task Force, including a working group on piracy, a director-level core group and a weekly working-level coordination group), bringing together concerned departments and offices, while DPKO convenes meetings of the integrated planning process as required.

Request/recommendation	*Action taken to implement request/recommendation*
	The Headquarters Somalia Coordination and Planning Team was downsized from 16 posts to 5 during 2009 to reflect changing needs, including the establishment of UNSOA and its Headquarters Support Team in DFS. Currently at Headquarters, the desks responsible for Somalia in the Department of Political Affairs, the UNSOA Headquarters Support Team and the Headquarters Somalia Coordination and Planning Team work closely together under the overall lead and coordination of the Department of Political Affairs. The resources proposed under the various funding mechanisms by the Department of Political Affairs, DFS and DPKO and the working arrangements among the three departments, including the United Nations Office to the African Union and the missions of UNPOS and UNSOA, have been kept under careful review. It has been determined that, considering the events unfolding in Somalia, as well as the demands from the African Union, the United Nations Office to the African Union, UNSOA and UNPOS for backstopping and support, no further adjustments should be made at this time to the level of those resources. There is currently no overlap in the roles and responsibilities of the three departments and the offices in the field. While DPKO and DFS will continue to review their resources to maintain maximum efficiency, the proposed resources for the two teams from the support account are required based on specific and distinct mandates that demand different expertise.
The Advisory Committee recommends acceptance of the general temporary assistance funding for Team Leader (D-1) of the Programme Implementation and Coordination Team and the support for AMISOM Headquarters Team (1 P-5, 1 P-4, 1 GS (OL)) for 2011/12. The Committee reiterates the need to review all activities in connection with the support for AMISOM and to explore every opportunity for consolidation and streamlining. The Secretary-General should report thereon in the context of the 2012/13 support account budget (para. 131).	Please see the response to paragraph 103 above.
The Advisory Committee recommends acceptance of structural adjustments and reorganization of the Field Budget and Finance Division, and the internal redeployments proposed in support of the priorities and themes identified. The Committee requests that	The reorganization has refocused the programme of work of the Budget and Performance Reporting Service from a mission-specific alignment to an emphasis on cross-cutting coordination and oversight, as well as dedicated support for peacekeeping operations. This

Request/recommendation	*Action taken to implement request/recommendation*
Headquarters is instrumental in ensuring the provision of coordinated and integrated advice and support for both the United Nations Office to the African Union and UNPOS. The Committee reiterates the need to review all activities in connection with the support for AMISOM and to explore every opportunity for consolidation and streamlining. The Secretary-General should report thereon in the context of the support account budget for 2012/13 (para. 103).	Divisions) oversees the delivery of the logistics support package for AMISOM and backstops UNSOA as the operational entity delivering the support package on the ground. DPKO (Headquarters Somalia Coordination and Planning Team) is responsible for operational planning on the security/military track, including supporting the planning of AMISOM and supporting the United Nations Office to the African Union, provides technical advice in the areas of military, police, rule of law, and disarmament, demobilization and reintegration. More specifically, the Headquarters Somalia Coordination and Planning Team of DPKO supports the African Union Commission in its planning and management of AMISOM through strategic oversight and guidance to the United Nations Office to the African Union, which engages directly with the African Union Commission in Addis Ababa. At the same time, beyond its mandate related to United Nations support for AMISOM, the Somalia Coordination and Planning Team implements additional specialized mandates, including: (a) contingency planning for a future United Nations peacekeeping operation; (b) technical advice, including in the areas of military, police, security sector reform, disarmament, demobilization and reintegration, and justice and corrections; and (c) provision of the naval focal point for piracy. The UNSOA Headquarters Support Team of DFS is a mission-specific resource capability whose primary focus is to assist UNSOA and the Department's Headquarters senior management with the strategic planning, policy guidance and implementation of all aspects of the UNSOA mandate, in close coordination with the Department of Political Affairs and DPKO. To ensure that there is no duplication of roles and responsibilities, the Department of Political Affairs convenes regular meetings of the Integrated Task Force (and various specialized working groups under the Integrated Task Force, including a working group on piracy, a director-level core group and a weekly working-level coordination group), bringing together concerned departments and offices, while DPKO convenes meetings of the integrated planning process as required.

Request/recommendation	*Action taken to implement request/recommendation*
	The Headquarters Somalia Coordination and Planning Team was downsized from 16 posts to 5 during 2009 to reflect changing needs, including the establishment of UNSOA and its Headquarters Support Team in DFS. Currently at Headquarters, the desks responsible for Somalia in the Department of Political Affairs, the UNSOA Headquarters Support Team and the Headquarters Somalia Coordination and Planning Team work closely together under the overall lead and coordination of the Department of Political Affairs. The resources proposed under the various funding mechanisms by the Department of Political Affairs, DFS and DPKO and the working arrangements among the three departments, including the United Nations Office to the African Union and the missions of UNPOS and UNSOA, have been kept under careful review. It has been determined that, considering the events unfolding in Somalia, as well as the demands from the African Union, the United Nations Office to the African Union, UNSOA and UNPOS for backstopping and support, no further adjustments should be made at this time to the level of those resources. There is currently no overlap in the roles and responsibilities of the three departments and the offices in the field. While DPKO and DFS will continue to review their resources to maintain maximum efficiency, the proposed resources for the two teams from the support account are required based on specific and distinct mandates that demand different expertise.
The Advisory Committee recommends acceptance of the general temporary assistance funding for Team Leader (D-1) of the Programme Implementation and Coordination Team and the support for AMISOM Headquarters Team (1 P-5, 1 P-4, 1 GS (OL)) for 2011/12. The Committee reiterates the need to review all activities in connection with the support for AMISOM and to explore every opportunity for consolidation and streamlining. The Secretary-General should report thereon in the context of the 2012/13 support account budget (para. 131).	Please see the response to paragraph 103 above.
The Advisory Committee recommends acceptance of structural adjustments and reorganization of the Field Budget and Finance Division, and the internal redeployments proposed in support of the priorities and themes identified. The Committee requests that	The reorganization has refocused the programme of work of the Budget and Performance Reporting Service from a mission-specific alignment to an emphasis on cross-cutting coordination and oversight, as well as dedicated support for peacekeeping operations. This

Request/recommendation	*Action taken to implement request/recommendation*
information be provided in the next budget submission on how the reorganization has contributed to a better delivery of the programme of work of the Division (para. 139).	realignment across the inter-dependant sections of Coordination and Policy Guidance, Strategic Resourcing and Capacity Development has allowed the Service to focus the expertise and development of its staff members on specific challenges facing field operations. The new structure provides increased flexibility for the Service to prioritize its resources to those field operations most in need, and ensures that the Service does not duplicate the budget and finance responsibilities of missions themselves. The new structure has allowed the Service to better inform and empower senior management in DFS, DPKO and the Department of Political Affairs through a focus on decision-support. In addition, the Service is increasingly applying its resources to support major cross-cutting issues facing United Nations field operations. Specific measures to date include: the implementation of a revised process for formulation of field budget submissions in DFS and DPKO, and with field operations; implementation of a coordinated approach to the development of required IPSAS practices in field operations, including implementation planning; support for the migration and integration planning for financial functions within the shared service centres; analysis of cost structures for the standardized funding model; direct support for the start-up of new field operations, such as UNMISS and the United Nations Support Mission in Libya; and support for the design and implementation of Umoja.
The Advisory Committee recognizes that the roll-out of Inspira, a new system designed to support approximately 44,000 staff at Headquarters and in the field, is a complex project that involves a number of human resources talent management processes, the migration of data from existing systems, significant configuration work, technical and user testing, connectivity challenges, evolving policies and large-scale training and communications efforts. However, in view of the difficulties experienced by users, it appears to the Committee that the planning and preparatory work undertaken by the Office of Human Resources Management prior to the roll-out of the system was inadequate. The Committee urges the Secretary-General to ensure that the shortcomings identified are rectified as soon as possible, and to provide updated information on progress achieved, as well as lessons learned, to the General Assembly at its sixty-sixth session (para. 183).	The Inspira programme underwent a stabilization period, during which time planning and preparation issues were fully addressed to bring Inspira to a successful completion. The Office of Human Resources Management has strengthened the programme and project governance with the recruitment of a Programme Coordinator in September 2011. A review of the Inspira programme was undertaken in October 2011. Lessons learned, together with a carefully planned road map, were presented to the Office management in October 2011. The key lessons learned from the review included the need for: (a) Strengthened programme and project governance; (b) Integrated approach to policy, process, people and technology;

Request/recommendation	*Action taken to implement request/recommendation*
	(c) Wider users consultation; (d) Closer collaboration among the various Project Teams; (e) The use of pilot or phased approaches to reduce risk; (f) Standardized, formal approach to testing; (g) Strong emphasis on effective communication, training, learning and change management. The Office of Human Resources Management is giving top priority to careful planning and preparation for future Inspira project roll-outs to ensure the smooth adoption of these systems which will play a key role in talent management, keeping the above lessons in mind. Inspira has made significant progress in 2011. The Inspira staffing system now has over 400,000 applicants, with 4,000 new applicants registering weekly. E-performance has now successfully completed in pilot mode. The Office is now planning, in close consultation with DFS, the roll-out of the staffing system to field missions. The decision to globally deploy the e-performance module will be made shortly. The initial pilot of enterprise learning management is scheduled for early 2012, with multiple deliveries over 2012. The consulting engagement system is planned for delivery in the second quarter of 2012. Further modules/deliveries are also expected from the Inspira programme in 2012.
The Committee notes that the variance is attributable to regional and within-mission travel requirements of resident auditors, which were previously absorbed by missions' budgets and to case-related travel in the Investigations Division. The Advisory Committee has no objection to the request but recommends that the travel requirements of the Office be carefully evaluated in order to contain the escalation of the related costs (para. 219).	The Investigations Division will seek to further reduce the need for mission travel through greater utilization of resident investigators, more widespread use of information technology and through enhancements to the report preparation process.
The Advisory Committee recalls that the General Assembly, in its resolution 62/236, endorsed the Committee's recommendation that the Secretary-General conduct an in-depth analysis of the relative advantages and disadvantages, including costs, of	The Ethics Office presented a summary of the requested in-depth study in its annual report (see A/66/319 and Corr.1).

Request/recommendation	*Action taken to implement request/recommendation*
conducting the financial disclosure programme review in-house, as compared with the current outsourcing arrangements. Upon enquiry, the Committee was informed that an external consultancy firm was contracted to undertake the analysis and that a number of options were identified for in-sourcing and out-sourcing, including the technological platform. Subsequently, the Secretary-General convened a High-level Advisory Group to develop a set of recommendations concerning the future direction of the programme on the basis of the findings of the analysis, which will be presented in his annual report on the activities of the Ethics Office to the General Assembly at its sixty-sixth session. The Advisory Committee has no objection to the resources proposed in connection with the financial disclosure programme, pending completion of the review and submission of the related report, or to the resources requested for the design and delivery of ethics-related training (para. 229).	

C. Board of Auditors

(A/65/5 (Vol. II))

Recommendation to the Secretary-General	*Action taken to implement recommendations*
The Board recommends that the Office of Programme Planning, Budget and Accounts and DPKO: (a) draw from lessons learned from the two previous studies on the support account to ensure that the proposed new study adequately addresses the development of a staffing model for the support account; and (b) carefully monitor the execution of the contract to ensure that the consultants satisfactorily deliver the outputs based on the terms of reference of the contract and to avoid further delay (para. 59).	The consultancy study was finalized, the results of which were presented to the General Assembly in the report of the Secretary-General on the budget for the support account for 2012/13 (A/65/761).
The Board recommends that the Office of Programme Planning, Budget and Accounts, DPKO and DFS: (a) develop clear and specific criteria for posts to be funded by the support account for the backstopping of peacekeeping operations; and (b) require various departments that have posts funded by the support account to keep all supporting documents necessary to facilitate the evaluation of those posts and related activities (para. 77).	As indicated in the report of the Secretary-General on the implementation of the recommendations of the Board of Auditors concerning United Nations peacekeeping operations for the financial period ended 30 June 2010 (A/65/719, para. 23), the Office of Programme Planning, Budget and Accounts considers this recommendation implemented and closed.

Recommendation to the Secretary-General	*Action taken to implement recommendations*
The Board reiterates its previous recommendation that OIOS continue to closely monitor the workplans of the Resident Auditors to ensure that audits are conducted and finalized in a timely manner (para. 296).	This recommendation has been implemented and will continue to be implemented. The management of the Internal Audit Division conducts monthly monitoring meetings with the resident audit offices to more closely monitor the implementation of the workplans. In addition, the Chief of the Peacekeeping Audit Service monitors implementation of the workplans through regular interaction with the resident auditors.
The Board reiterates its previous recommendation that OIOS ensure that the resident audit offices observe the deadline for issuing audit reports or amend the estimated completion dates, if necessary (para. 299).	This recommendation has been implemented and will continue to be implemented. Chief resident auditors have been instructed to ensure that milestones established at the initial planning stage are realistic and that they are achieved. In addition, deadlines for issuing audit reports are closely monitored through monthly monitoring meetings and regular interaction by the Chief of the Peacekeeping Audit Service.
The Board recommends that OIOS urgently establish the baseline and criteria for the pilot evaluation and mechanisms to gather the necessary data to report against the agreed evaluative criteria (para. 313).	The Investigations Division is presently working on an advanced draft of the report of the pilot programme and, prior to completion of the report, will consult with the Board of Auditors for advice as to the robustness of the review and validity of the resultant recommendations.
Given the importance of an effective investigation function in managing risks to the United Nations, there may be a good case for reconsidering how the vacancy situation might be addressed. The Board therefore recommends that OIOS work with the Office of Human Resources Management to address the problems related to vacancies in investigator positions. This may include not only revisiting vacancy notices to assess the appropriateness of required qualifications and experience, but also adopting more innovative approaches such as building a roster of pre-approved investigators who can be deployed on short-term contracts to address fluctuations in workload, as well as employing a policy of rotating staff among various locations to help attract and retain staff (para. 332).	The Investigations Division has taken short-term measures to increase efforts in recruitment that include prioritizing all pending vacancies with hiring managers in each unit of the Division. In addition, the increased use of rosters to facilitate the demand created by these increased efforts has resulted in a substantial reduction in vacancies. To avoid vacancy problems in the future, the Division has taken a more proactive approach to workforce planning that includes early posting of job openings in anticipation of staff separation/mobility and collaboration with counterparts in the common system to circulate notices among the community of investigators to reinforce a more responsive applicants base.